



## NEWS: EUROPE

# EU group rebuffs Turkish entry bid

By Lionel Barber in Brussels

Chancellor Helmut Kohl and five fellow centre-right leaders in Europe yesterday delivered an unequivocal rebuff to Turkey's renewed bid to join the European Union.

At a summit in Brussels, heads of government from Belgium, Germany, Ireland, Italy, Luxembourg and Spain agreed to intensify efforts to create a special relationship with Turkey built around the existing customs union.

However, they agreed unanimously that Turkey's human rights record, its size, and, implicitly, the Islamic strain in its society, made it impossible for the EU to contemplate admitting the country into a Union which is preparing to expand to central and eastern Europe around the year 2002.

Mr Wilfried Martens, president of the centre-right European People's party, said that it was "not acceptable" for Turkey to become a member of the EU. "We are

creating a European Union. This is a European project."

The Brussels summit con-

sidered Turkey's renewed attempt to join the Union after an intensive lobbying campaign from the Ankara government, including a diplomatic démarqué in Paris last Monday intended to secure French support for membership.

Several participants at the EPP summit said there was considerable frustration at Turkish pressure tactics in recent weeks which included

threats to block Nato enlargement to the former Communist countries of central and eastern Europe unless the EU offered Turkey the "perspective" of membership.

There is also concern about the unwillingness of Turkish and Greek Cypriots to make concessions which would help foster efforts to negotiate a settlement on the issue of the divided island.

Thanks to Greek pressure, the EU has agreed to open accession negotiations with

Cyprus six months after the end of the Maastricht treaty review conference. In a gesture to Ankara, Germany led efforts last week to include the Turkish community in northern Cyprus in the accession talks.

With the support of the US, Turkey has been lobbying to secure a similar long-term pledge for EU membership as the Czech Republic, Hungary, Poland, Slovenia, the Baltic states, Romania and Bulgaria. Turkey first sought to become a

member more than 30 years ago.

Mrs Tansu Ciller, Turkey's deputy prime minister, led lobbying efforts behind the scenes before the EPP meeting in Brussels. But, as one participant said: "What today shows is that the EU refuses to be blackmailed."

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Mr Tansu Ciller, Turkey's

## EUROPEAN NEWS DIGEST

## Yeltsin carpets law officer

Mr Boris Yeltsin, Russia's president, lashed out at another senior government official yesterday, accusing the prosecutor general of "unsatisfactory" work in tackling organised crime.

Mr Yeltsin publicly dressed down Mr Yuri Skuratov, Russia's top law officer, telling him it was "impermissible" that he had failed to solve the killings of a prominent priest and two popular journalists. "Aid the general crime statistics, which I well know, are hidden some terrible murders which make the whole society seethe," Mr Yeltsin said.

The interior ministry announced yesterday it was pursuing 3,600 cases against organised crime groups. Last year, it seized 5,000 weapons and almost 54 tonnes of drugs.

Mr Yeltsin's recent tirades against a series of ministers seem designed to emphasise the president's return to active political life. Tomorrow Mr Yeltsin is scheduled to give a state of the nation address in which he is expected to reshuffle several ministers. *John Thornhill, Moscow*

## Bosnia poll may be delayed

Bosnia's hotly contested municipal elections, originally proposed for July, will probably be postponed until September, western officials said yesterday.

The local polls were originally supposed to be held in September 1996, along with general elections, but were postponed because of widespread fraud over refugee registration. The municipal vote was moved to November last year and then July of this year.

Western countries funding the election have pushed for a third postponement of local polls to allow more time to organise refugee registration and international monitoring of the voting. Elections are now expected to take place on September 13 and 14.

The next round of nationwide elections is set for 1998, a year after the scheduled municipal balloting in September. Bosnia's local polls are viewed as the country's last chance for reunification. The vote is supposed to enable refugees to elect authorities in their former towns and reverse the effects of wartime ethnic expulsions. *Reuter, Sarajevo*

## Ban on bullfights lifted

A deal yesterday between bull breeders, matadors and local authorities in the Valencia region finally allowed Spain's formal corrida season to get underway in the town of Castellón where a week-long schedule of bullfights has been suspended since July.

The authorities persuaded CAPT, the association representing top breeders, star matadors and the impresarios of major bullrings, to lift a ban on bullfights in the Valencia region after agreeing to discuss the association's complaints over tough rules imposed by Madrid's interior ministry to prevent the practice of shaving bulls' horns.

The agreement applies only to the Valencia region where the Castellón fiesta, which marks the start of the bullfight calendar in big towns, is followed by a two-week corrida season in the city of Valencia beginning on Sunday.

Fights in major bullrings elsewhere in Spain that have CAPT's breeders and matadors under contract are still subject to the ban. *Tom Burns, Madrid*

## Injunction for finance head

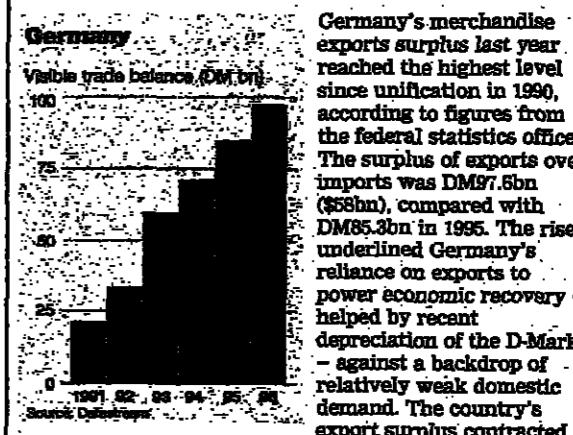
Amsterdam's bourse authorities yesterday sought an injunction against Mr Gerrit Zalm, the Dutch finance minister, in an attempt to prevent the publication of a government report into the 1993 collapse of Nusse Brink, a securities trading house.

Numerous transactions were discovered to have been unreported, and the affair provoked suspicions of money laundering.

The stock and options trading associations, joint owners of the newly merged Amsterdam Exchanges (AEX), said they were anxious to maintain the confidential nature of information given to and by market supervisors. This was to ensure that AEX was able to fulfil requirements governing the pooling of information on such cases with other European bourses and their regulators. If details were made public it would run the risk of being excluded from this accord with damaging effects for the quality of supervision and the position of the Netherlands as a financial centre. *AEX added. Gordon Grumb, Amsterdam*

## ECONOMIC WATCH

### German exports soar



Germany's merchandise exports surplus last year reached the highest level since unification in 1990, according to figures from the federal statistics office. The surplus of exports over imports was DM97.5bn (US\$55bn), compared with DM85.3bn in 1995. The rise underlined Germany's reliance on exports to power economic recovery - helped by recent depreciation of the D-Mark - against a backdrop of relatively weak domestic demand. The country's export surplus contracted

after unification as heavy demand from newly incorporated states boosted imports. But exports of goods rose by 4.8 per cent in 1996 to DM784.3bn compared with a 3.4 per cent increase in imports to DM882.7bn. The current account showed a deficit of DM26.5bn last year, compared with DM29.9bn in 1995. *Ralph Atkins, Bonn*

■ Belgian unemployment fell to 13.4 per cent in February from 13.6 per cent in January and 14.3 per cent a year earlier.

■ The European Union trade surplus reached Ecu14.4bn (\$16.5bn) in the third quarter of last year, according to Eurostat, bringing the surplus to Ecu24.8bn in the first nine months. *Ralph Atkins, Bonn*

# Turks find way across religious divide

John Barham hears few echoes of storm in a Turkish tea shop

In the dusty streets of Sincan the political intrigue wracking Turkey's capital barely an hour away seems part of another world. At the Yildiz tea shop men chat, chew sunflower seeds and sip hot, sweet tea in the bright spring sunlight.

Sincan, a dormitory town outside Ankara, sprang to national fame after its Islamist mayor decided to celebrate "Jerusalem Day", a day of protest against Israel declared by Iran, and invited the Iranian ambassador to make a speech. The venue was decked with portraits of leaders of the extremist Palestinian movements Islamic Jihad and Hamas and Lebanon's pro-Iranian Hezbollah.

Four days later, the rigidly secularist army sent a column of 38 tanks and armoured personnel carriers clattering through Sincan in a show of strength. The hapless mayor was removed from office and arrested. These incidents aggravated the already considerable mutual suspicion between the Islamist-led coalition government, the generals and Turkey's big secularist majority.

Tension came to a head last Friday when the military-dominated National

Political uncertainty and higher than expected inflation sparked heavy selling on Turkey's financial markets yesterday, with the Istanbul stock exchange index falling 12 per cent at one stage, writes John Barham in Ankara. Traders were reacting to a reported warning by Mrs Tansu Ciller, deputy prime minister, that she might pull her centre-right True Path party

out of the eight-month-old coalition government. Mrs Ciller was quoted as saying: "If needed we will withdraw from the government. If Rejaih continues with this tension, the alternative will be an election."

Demand recovered later in the day, however, after the government-owned Anatolia news agency quoted her as saying she would not resign. Share

prices closed 5.2 per cent down, after falling 5.8 per cent on Monday. The Turkish lira lost 1.1 per cent against the US dollar.

Analysts said markets were also rattled by the government's announcement of higher than expected inflation. The retail price index rose 5.7 per cent in February, bringing year-on-year inflation to 78 per cent.

Security Council banded Mr Necmettin Erbakan, the prime minister, an ultimatum to desist from anti-secularist "behaviour" or face "sanctions".

After toppling three governments since 1990, few Turks had many illusions about what the soldiers meant. The army regards itself as the guardian of the secularist heritage of Kemal Ataturk, the military leader who founded modern Turkey

74 years ago.

To the men of Sincan's Yildiz tea house, however, the battle lines between Islamists and secularists are less clear cut.

One old man, twirling his abundant moustache, said: "Both sides are wrong. The mayor is very good; he has worked hard. But he made a

mistake and he is paying for it now. The army had to give a warning. We do not want extremists. This is a Moslem country, but everything has to be in balance."

He complained that by law his daughter could not work in the public sector because she wore the Islamic headscarf and that graduates from religious schools could not pursue military careers. "Why not? Are they not sons of this country?"

Mehmet, a fervent young supporter of Rejaih and of strict observance of Islamic law, said: "Secularism means that political Islam cannot be in power and allows people to live any way they want."

But nobody agreed with him. The regulars of the Yildiz tea house consider

themselves to be both good Moslems and good secularists. The older man cut in angrily, saying: "Look, I am a Moslem. I go to the mosque. But if there was not secularism, you could not talk like this. We are all Moslems, but we need secularism (to defend) our freedom."

And, like all Turks, the people of Sincan revere the army. A recent national opinion poll confirmed once again the forces as the country's most trusted institution with 90 per cent support, in spite of allegations of corruption against some senior generals. Yet, the tea house's consensus was clear: everyone wants to preserve democracy and the right to lead their lives as they wish.

Although Turkey's secu-

# Milk ruled out as conduit for BSE infection

By Caroline Southey in Brussels

EU scientists have ruled that cow's milk is safe to drink, concluding in a report released yesterday that there is no risk of mad cow disease being transmitted to consumers through milk or milk products.

The safety of milk has been questioned since the release of an interim study in the UK which suggested that bovine spongiform encephalopathy (BSE) could be transmitted from mother to calf. The report raised fears about possible BSE infection through milk and led to some German states blocking the imports of British milk and milk products.

Scientists have not yet ruled conclusively on how maternal transmission takes place. However, the study points out that research on 300 home-bred UK herds with one or more confirmed cases of BSE showed that there was "no significant evidence for maternal transmission". The study also rules out milk as a possible conduit for the disease.

"There is no evidence that milk transmits BSE and the committee considers any risk from milk to be negligible," concluded the report, drawn up by EU's standing veterinary committee, which is made up of representatives from member states.

The committee said it had "no hesitation" in recommending that milk and milk products from healthy cattle could be drunk "by any species". It said, however, that a "low level of infection in colostrum cannot be excluded" but that the risk from colostrum (liquid produced by the mother in the first few days following birth) was "negligible".

The committee recommended that the ban on milk from cows suspected of having BSE be maintained and that the ban be extended to colostrum from these cattle.

The report was based on scientific research by scientists from the UK, France, Germany, Italy and the Netherlands. The studies were conducted on herds where there had been incidents of BSE as well as in laboratory tests.

The report points out that there is sheep to sheep transmission of scrapie - considered to be the most likely source of BSE. But it argues that there is no evidence that colostrum or milk carry the infection and that experiments point to the cow's placenta as the most likely source of transmission.

The veterinary committee's ruling comes as the European Commission prepares to overrule farm and consumer policy-making in response to criticism it failed to act decisively over BSE.

The first change will take place when Mr Franz Fischer, agricultural commissioner, hands over control of the European food and health committees, including the veterinary committee, to Ms Emma Bonino, commissioner for consumer affairs.

FINANCIAL TIMES Published by The Financial Times (Europe) GmbH, 3500 Frankfurt am Main, Germany. Telephone 061 36318. Fax +49 69 156 850. Fax +49 69 67 596 449. Represented in Frankfurt by 3500 Frankfurt am Main, Germany. In Paris by 3500 Paris, 75003. Represented in London by 3500 London, 100 New Bond Street, London W1. Represented in Brussels by 3500 Brussels, 1000 Brussels, Belgium. Represented in Rome by 3500 Rome, 00197. Represented in Madrid by 3500 Madrid, 2763. Represented in Berlin by 3500 Berlin, 1070. Represented in Paris by 3500 Paris, 75003. Represented in London by 3500 London, 100 New Bond Street, London W1. Represented in Brussels by 3500 Brussels, 1000 Brussels, Belgium. Represented in Rome by 3500 Rome, 00197. Represented in Madrid by 3500 Madrid, 2763. Represented in Berlin by 3500 Berlin, 1070. Represented in Paris by 3500 Paris, 75003. Represented in London by 3500 London, 100 New Bond Street, London W1. Represented in Brussels by 3500 Brussels, 1000 Brussels, Belgium. Represented in Rome by 3500 Rome, 00197. Represented in Madrid by 3500 Madrid, 2763. Represented in Berlin by 3500 Berlin, 1070. Represented in Paris by 3500 Paris, 75003. Represented in London by 3500 London, 100 New Bond Street, London W1. Represented in Brussels by 3500 Brussels, 1000 Brussels, Belgium. Represented in Rome by 3500 Rome, 00197. Represented in Madrid by 3500 Madrid, 2763. Represented in Berlin by 3500 Berlin, 1070. Represented in Paris by 3500 Paris, 75003. Represented in London by 3500 London, 100 New Bond Street, London W1. Represented in Brussels by 3500 Brussels, 1000 Brussels, Belgium. Represented in Rome by 3500 Rome, 00197. Represented in Madrid by 3500 Madrid, 2763. Represented in Berlin by 3500 Berlin, 1070. Represented in Paris by 3500 Paris, 75003. Represented in London by 3500 London, 100 New Bond Street, London W1. Represented in Brussels by 3500 Brussels, 1000 Brussels, Belgium. Represented in Rome by 3500 Rome, 00197. Represented in Madrid by 3500 Madrid, 2763. Represented in Berlin by 3500 Berlin, 1070. Represented in Paris by 3500 Paris, 75003. Represented in London by 3500 London, 100 New Bond Street, London W1. Represented in Brussels by 3500 Brussels, 1000 Brussels, Belgium. Represented in Rome by 3500 Rome, 00197. Represented in Madrid by 3500 Madrid, 2763. Represented in Berlin by 3500 Berlin, 1070. Represented in Paris by 3500 Paris, 75003. Represented in London by 3500 London, 100 New Bond Street, London W1. Represented in Brussels by 3500 Brussels, 1000 Brussels, Belgium. Represented in Rome by 3500 Rome, 00197. Represented in Madrid by 3500 Madrid, 2763. Represented in Berlin by 3500 Berlin, 1070. Represented in Paris by 3500 Paris, 75003. Represented in London by 3500 London, 100 New Bond Street, London W1. Represented in Brussels by 3500 Brussels, 1000 Brussels, Belgium. Represented in Rome by 3500 Rome, 00197. Represented in Madrid by 3500 Madrid, 2763. Represented in Berlin by 3500 Berlin, 1070. Represented in Paris by 3500 Paris, 75003. Represented in London by 3500 London, 100 New Bond Street, London W1. Represented in Brussels by 3500 Brussels, 1000 Brussels, Belgium. Represented in Rome by 3500 Rome, 00197. Represented in Madrid by 3500 Madrid, 2763. Represented in Berlin by 3500 Berlin, 1070. Represented in Paris by 3500 Paris, 75003. Represented in London by 3500 London, 100 New Bond Street, London W1. Represented in Brussels by 3500 Brussels, 1000 Brussels, Belgium. Represented in Rome by 3500 Rome, 00197. Represented in Madrid by 3500 Madrid, 2763. Represented in Berlin by 3500 Berlin, 1070. Represented in Paris by 3500 Paris, 75003. Represented in London by 3500 London, 100 New Bond Street, London W1. Represented in Brussels by 3500 Brussels, 1000 Brussels, Belgium. Represented in Rome by 3500 Rome, 00197. Represented in Madrid by 3500 Madrid, 2763. Represented in Berlin by 3500 Berlin, 1070. Represented in Paris by 3500 Paris, 75003. Represented in London by 3500 London, 100 New Bond Street, London W1. Represented in Brussels by 3500 Brussels, 1000 Brussels, Belgium. Represented in Rome by 3500 Rome, 00197. Represented in Madrid by 3500 Madrid, 2763. Represented in Berlin by 3

INTERVIEW • Alasdair Barron talks to Irving Wladawsky-Berger of IBM

## Vision for a connected world

Electronic commerce holds universal promise, says IBM's 'Mr Internet'

**T**he little man with the big name is the technical equivalent of "speak softly, but carry a big stick". Irving Wladawsky-Berger, general manager of IBM's Internet division, is reckoned to be "seriously smart" in the computer industry. He has been at the heart of IBM's technology development for nearly 30 years. In early 1985, he was leading IBM's parallel supercomputing work when it was given full "division" status in the world's largest computer company.

Later that year, while overseeing a big internal merger, he was surprised to be asked by IBM's chief executive, Mr Louis Gerstner, to establish the company's new Internet division with the role of "articulating IBM's Internet strategy and making sure it gets implemented".

According to Mr Wladawsky-Berger, "our task is to deliver applications to companies to enable them to leverage their business in a connected world". He is equally clear on what IBM does not want to do: "We will stick to the role of facilitating business – for example, the Financial Times knows about publishing, the universities know about education – we are not interested in going into other areas."

But how will businesses benefit in practice? Recent surveys show that although most companies believe the Internet will play a rapidly developing role, it is still early days. For example, the first purchase using the new security technology standard, the Secure Electronic Transaction (SET) protocol, took place in Denmark only a few weeks ago.

"Most businesses can leverage their information resources now and use them more productively," says Mr Wladawsky-Berger. "They can get closer to their suppliers and work more effectively with them. They can sell direct to their customers – we are only just beginning to exploit the potential. It will take time, but electronic commerce has universal promise."

According to colleagues, Mr Wladawsky-Berger's real success has been in shifting the focus of the world's largest computer company on to intranet/Internet business opportunities – and a year earlier than Microsoft's much-publicised sea change in finding new enthusiasm for the Internet.

With software revenues of \$13bn in 1996, IBM is also the world's biggest software company, leading Microsoft at \$8.7bn.

"We are not trying to squeeze more out of the PC.



Irving Wladawsky-Berger: an Internet visionary

Our vision is all about connecting the world together – this is a huge revolution in world connectivity."

At the core of this vision is "network-centric computing", where companies use systems of powerful servers to support a network of intelligent terminals. This is

not a return of old-style mainframe systems serving dumb terminals; the network terminals will probably be more powerful than most of today's PCs.

Users will receive the latest software and company information delivered to their terminals on start-up.

removing the need to constantly buy software updates, thus opening the way for more effectiveness in the office. As part of this, users need to be able to load their finished work back on to the system, a feature called "replication". Last year, IBM bought Lotus, whose Notes software provides this facility.

But as soon as companies start communicating outside their own systems, the need for internationally-accepted standards also becomes paramount. This is where IBM's adoption of Sun Microsystems' Java programming language comes in. But Java is much more than just a programming language: it is a binary standard which is key to business communications in the future. Java developers can create programmes that run on any computer.

But while heavy investment in Java and Lotus is one reason why financial analysts continue to view IBM with some caution, those purchases put in place key features needed to achieve connectivity.

This connectivity will benefit many areas of industry, not just electronic commerce. For example, the development of the world's most sophisticated unmanned reconnaissance aircraft, "DarkStar", shows how new network applications are changing business. A complex design project

involving teams 3,000 miles apart, DarkStar was expected to take years – and hundreds of people – to complete. In fact, it took 50 people just 11 months to complete the aircraft design, using a networked IBM RISC System/6000.

The launch of "AlphaWorks", a combined "online laboratory and web site", seems to reflect the Internet's open working philosophy. AlphaWorks offers the "benefits of early access to new and developing technologies" to anyone who wants to download the software and experiment with it.

IBM benefits increasingly from user-feedback and reduced time to market for its products. It used to be

the case that "in computer

technology the key factor was what the laboratory could build. Now, there is so much technology around, the real question is what can people absorb? So there needs to be a much more emphasis on solving people's business problems."

Will connectivity be a vehicle for democracy? "History shows that restricting freedom doesn't work. Countries soon learn that."

When asked about the impact of increasing connectivity in the lives of working people, Mr Wladawsky-Berger – who heads a visionary division of 500 people in a company that filed more patents than any other business last year – answers reassuringly: "We simply don't know what will happen... but we're confident we can take each change in our stride".

Technology would be the impact of increasing worldwide connectivity?

"I believe we are in the really early stages, just like the era of early automobiles, with only a few roads."

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## Views from the top



### A man of influence in the world of computing

In his rise to prominence in the fast-changing world of information and communications technology, Mr Irving Wladawsky-Berger of IBM's Internet division has achieved the American dream: he was born in Havana in 1945, the son of a Russian father and Polish mother who met in Cuba while on their way to the US. He spoke Yiddish at home and was fluent in Spanish before starting to learn English at the age of 15.

The family emigrated to the US when he was 15. Moving through the educational system to gain a doctorate from the University of Chicago in physics, he joined IBM's research centre in 1970.

"My strengths have always been in research and development," he says. Now in demand as an advisor to a wide variety of organisations, his recent assignments have included acting as a technology consultant to the US government, and to Fermilab (the world's largest particle accelerator), and an educational involvement in the independent "New School" graduate college in New York.

Pressure of work – 30 per cent of Mr Wladawsky-Berger's time is spent in travel – means that such activities are now strictly limited, but they still include active liaison with a wide range of contacts in government and

industry. A large part of his time is spent in IBM client support, working on anything from developing large-scale health networks and music and video publishing systems to international networks.

High level consultations on Singapore's proposed "world communications hub", as well as talking to the prime minister of Malaysia in recent weeks "is just part of the job", he says.

Software is taking over as an important part of the company's product offering

A executive of Xerox

Paul Allaire has spearheaded The Document Company's efforts to re-invent itself as a digital powerhouse in the information age.

Allaire who joined Xerox in 1988 has overseen a radical restructuring of the business which has involved the loss of more than 15,000 jobs in the past two years. "The restructuring, in terms of downsizing, is behind us," says the Xerox chief executive. "We still have a bit to do, but the real magnitude is behind us."

Nevertheless, he admits to caution in answering questions about restructuring. "In this very fast-moving industry, restructuring is almost a continual activity, changing the kind of resources you have and the kind of talents you need to move forward."

Like other high tech companies, Xerox faces the challenge of keeping up with accelerating product life cycles. "You have to be skilled in understanding market trends and capable of very rapidly developing the products that enable you to remain competitive as you move forward," says Allaire.

"We continue to invest heavily in our technology base," he says. "We have very robust set of technologies which are supportive of our direction as a company." But the real test, he says, is turning those technologies into products that meet customer requirements faster than those of competitors who are able to do.

### Academic

Allaire acknowledges that historically the Xerox Parc research community viewed themselves in a "fairly academic manner... now we have been able to change the culture and atmosphere in the company to one where researchers are very much part of the strategic direction of the company. We now have our research scientists going to the product and marketing people and saying, 'our customers need this technology, you have got to bring it to market quicker'."

Product cycles are speeding up in all of our businesses. Everything has to be quicker and more nimble. In the digital world the things you can do via software implementation enable you to change very quickly."

In the past Xerox has been

known mostly for its hardware – particularly the photocopiers which gave the company its name. But Allaire insists this is changing. "Software hasn't been a huge part of our revenue stream, but in the last 10 years it has become a much bigger part of our product offerings. Today, more than 30 per cent of our total revenues come from digital products and all of these have significant software content."

"A lot of people don't realise that more than half our engineers are software engineers. In a digital world what you are essentially taking is a document – paper or electronic – and then doing a considerable amount of work on it so you can transmit it in a cost-effective way without losing any of the information you have captured. If we add colour to the equation you get another dimension which is exponential in terms of the increased complexity and the amount of software you need."

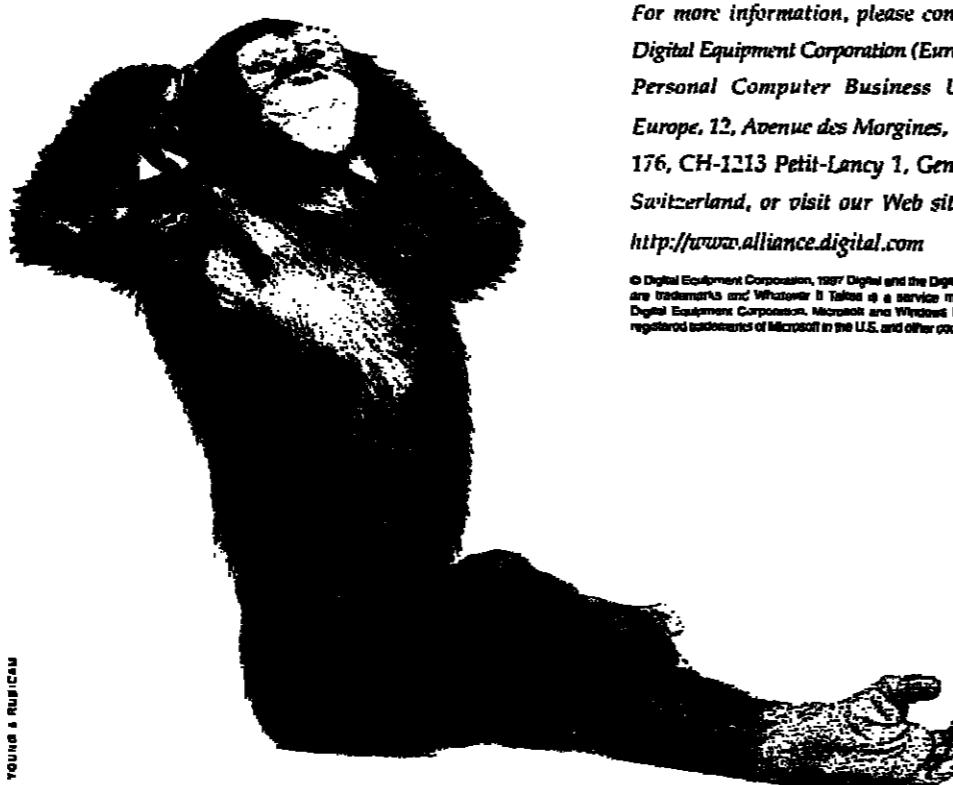
Xerox is betting that corporate colour printing is about to take off. "We think colour is one of the big market opportunities in the office. If you really look at what is happening today, personal printers and PC monitors are all in colour and people work in colour. If you look at the high end of the market, it is in colour, but in the office we are still primarily black and white."

He believes that if colour is to become an attractive option, three conditions must be satisfied: "You need quality, you need the economics and you need ease of use, and all three have been a barrier in the past," he says. "Today, quality is not a barrier at all, but we have to come down the cost curve, and we have to ensure the ease of use is there."

But he does not think the bulk of office documents will be in colour, rather that there will be colour in the bulk of documents. "Our intention is to provide what we would describe as colour-enabled machines with no excuse black and white."

Continued on facing page

## Monkey on your back #47: How to get started on Windows NT with a company that's not just getting started on Windows NT.



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### FT Review of Information Technology

The FT-IT Review is published on the first Wednesday of the month, except in August. In addition, a weekly FT-IT news and feature page is published on each of the other Wednesdays of the month.

FT-IT Review, editorial controller: Mike Whittmore. E-mail: Mike.Whittmore@FT.com

Written in this issue (volume three, number two): Paul Taylor, IT Correspondent; Geoffrey Neal, Tom Forester, Michael Dempsey, Louise Kates, John Shillingford, Geoffrey Wheelwright, Rod Newing, George Black, Nicholas Denton, Nuala Moran, John Keayser.

Graphics: Robert Hutchinson and Steven Barnes. Illustrations: Mark Thomas. Picture research: Patricia Lee and Matthew Glynn.

The next issue, April 2, 1997.

Main focus: D in Defence.

Software: Internet Groupware and the Internet.

New directions: Systems Security.

Information focus: IT in retail.

The May 7 issue.

Main focus: Mobile Computing.

Software: Internet Groupware.

New directions: Virtual Reality.

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in car  
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Interview  
View from the top:  
Irving Wladawsky-Berger  
IBM's 'Mr Internet'

## FINANCIAL TIMES REVIEW

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Software solutions  
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# Information Technology

Wednesday March 5 1997

The convergence of telecommunications, computing and broadcasting industries is opening the way for seamless access to multimedia information and entertainment, any time, any place, anywhere, writes Paul Taylor

## Whirlwind of change in the digital era

The rapid advance of digital systems, based on the 'ones and zeros' of binary computer language, is sweeping away the remaining differences between data processing, telecommunications, and leading to the dawn of a new information age, stimulated by the explosive growth of the Internet and internal corporate networks.

'We are on the cusp of a revolution,' says Sanjaya Addanki, general manager of International Business Machines' European network computing business. 'In the past, technology was used to support the office, it is now forcing new business strategies, driven by network computing.'

Digital technology has made it possible to convert text, sound, speech and moving images into coded digital messages which can be combined, stored, manipulated and transmitted quickly, efficiently, and in large volumes over wired and wireless networks without loss of quality.

As a result, electronic commerce and a multimedia revolution are driving computing and telecommunications worlds into ever closer contact, forcing two industries with traditionally different stories and cultures into competition and co-operation.

The coming era of digital personal communications is an era of converging technologies, converging products, converging media and converging industries,' says Mr. Pfeiffer, president and chief executive of Compaq Computer, the world's leading personal computer manufacturer.

More and more, the computer, handset, car, telephone, satellite, media entertainment industries, find themselves part of a much larger market place. These industries must learn to compete in broad markets, driven by consumer needs rather than protected from them in their traditional market segments.'

The relentless advance of silicon semiconductor technology, the emergence of a personal computing standard and the shift to distributed computing and inter-networking have provided the raw power for this 'information revolution'.

'The tremendous progress in base technologies, such as microprocessors, memory chips, bandwidth and magnetic/optical storage, enables unlimited network computing,' says Herbert Kircher, managing director of IBM's German operations. 'These technologies will continue their dramatic increase in density, performance and price/performance ratio for the next decade at the same pace as in the last decade.'

'Most key parameters of these technologies will have improved by a factor of 10-100 by the year 2007,' predicts Kircher. 'These improvements have created and will further develop phenomena such as network computing, multimedia, Internet and intranet, which are the platform for tremendous business opportunities.'

Mr. Andy Grove, Intel's chief executive, describes the Internet as the 'universal backbone' of networked computing. 'The Internet represents a 'strategic inflection point' for a variety of industries - particularly those in the services sector, he believes.'

According to Intel estimates, about 800 PCs will be sold this year, compared with 100m television sets.

Within 18 months, the US chipmaker expects PC sales to overtake sales of TVs as the home PC becomes a consumer appliance. However, Mr. Grove worries that if PC sales - and therefore sales of the Intel microprocessors which mostly power them - are to continue to grow, the PC will need to 'win the battle for consumers' eyeballs'.

There is some evidence that the PC is beginning to win just such a 'battle'. One recent study found that

between 30 and 40 per cent of children

in the US have reduced their television viewing time in order to surf the Internet.

Young adults in the US, between the ages of 18 and 35, who previously spent an average of four hours a night watching television, are now devoting one of those hours to the Internet. Even advertisers are starting to switch their advertising dollars to the Internet,' according to Price Waterhouse's 1997 Technology Forecast published last month.

It seems today's digital age consumer, especially the 'wired' generation reared on e-mail, MTV, video game machines, and of course the Internet, crave interaction,

connection and unlimited choice. 'I believe the PC is the digital tool that can integrate and make sense of all the diverse information streams that consumers will be pulling into their intelligent networked homes of the future,' says Compaq's Mr. Pfeiffer.

Changes in information delivery mechanisms are also expected to lead to changes in content in order to exploit fully the potential of new delivery channels, such as the Internet.

'Media will move away from being for the masses towards being for the individual,' says Dresdner Kleinwort Benson in study published in January. 'This will manifest itself as increasingly niche and tailored services.'

The growth of the Internet and portable computing devices has also encouraged the vision of access to information, 'any time, any place, anywhere'.

'The Internet has gone a long way

toward illustrating the demand for

that access, and providing us with an

example of how our future

communications will work,' say the

authors of the Price Waterhouse

study. 'Now, satellite networks, wired and wireless telephone systems, and cable and data networks are being developed to ensure that information can be accessed quickly and seamlessly.'

This process is likely to be accelerated in part because the communications industry has begun to change from a traditional, proprietary technology to a switched packet environment in which data flows over global, interconnected networks.

'Telecommunications technologies are beginning to merge with computer communications technologies,' says Price Waterhouse. 'This convergence means that the reliability of telephone

technologies will now become available to computer communications users, with switching and routing functions seamlessly integrated.'

In the US and Europe, this process will be accelerated by deregulation which will allow telephone companies to deliver everything from telephone and mobile services to Internet access and video-on-demand. But one of the key challenges will be to finance the tremendous investment required to update the copper wiring into homes - the so-called 'last mile'.

Fibre-optic cables, once thought as the solution to providing increased bandwidth to the home, have proved too costly. At least in the short term, a more gradual upgrade approach is likely, using technologies such as cable modems and ADSL (asymmetrical digital subscriber line) which allow much higher volumes of compressed video and data signals to run over traditional telephone lines for short distances.

Ovum, the technology research and consulting company, believes the number of cable modem users will increase from 4m in the year 2000 to more than 18m by 2005.

'The convergence of three traditionally separate industries: broadcasting, telecommunications and computing, has meant that a range of organisations is now looking to define its place in multimedia information, not least the cable companies. The cable industry has woken up after a long history of simply distributing broadcast entertainment,' says John Davidson, a senior consultant at Ovum and co-author of the report.

'The main driver is the Internet. The explosive growth of the Internet has created an unprecedented awareness and demand for data networking among both business and home users. Optimised for carrying voice traffic, however, the world's telecoms networks are struggling with the bottlenecks of information flow, particularly at the local loop, the last length of copper wire to a customer's home or business. Cable modems have the potential to turn traditional bandwidth bottlenecks upside down.'

Traditional broadcasting media such as television and radio are also undergoing a radical transformation. As Bob Peppi, chief of the Federal Communications Commission's office of plans and policy, notes, 'we are only in the early stages of television's evolution'. Ahead, for example, lies TV's transformation from analogue to digital, a move, which will greatly improve picture and sound quality, and dramatically increase viewers' choices.

For example, Digital satellite will mean ten times the number of channels or typically 140 instead of the 14 analogue channels. DAB (Digital Audio Broadcast) have already begun in the UK and DTT (Digital Terrestrial Television) is due to be launched in Britain next year, making possible new services such as pay-per-view and near video-on-demand.

Elsewhere, the adoption of digital smartcard technology - plastic cards containing a microprocessor - could transform the delivery of financial and other services in the retail and government sectors and help organisations manage information and customer relationships.

Continued on page 18

### Partnership<sup>3</sup>



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## Heaven or Earth?

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CORPORATE COMPUTERS • By Michael Dempsey

## Why thin clients are in vogue

Advocates of new, 'thin clients' – stripped-down computers, designed to work across a network – claim they cut the cost of computing

**T**here was a time when corporations had to be persuaded that personal computers were worth buying. Predictions made in 1980 that every office in the world would one day feature a desktop computer were met with considerable scepticism, most famously at IBM.

But the PC computer industry fought its way past this obstacle today, desktop PCs are a considerable part of corporate budgets.

US researchers at the Stamford-based Gartner Group estimate that the annual cost of supporting one user of Windows 95 software on a company PC is \$10,000. Corporate customers have thus become restive at the price of embracing a PC on every desktop.

At the same time, IT suppliers have discovered a new way of hitting back at the market domination of the world's largest software company, Microsoft.

The vogue IT phrase is 'thin client': the idea represented by this jargon is that expensive PCs loaded with facilities to host complex software can be replaced by simpler, 'thinner' pieces of hardware communicating over the Internet and 'lean-

### New Java application

Eurodollar, the £100m UK car rental group, spends £5m on IT a year. In the last 12 months it has bought computer servers, desktop and portable PCs worth £500,000 from Digital. But Eurodollar has also engineered an arrangement with one of its largest clients, BT, to warn the heart of the thin client lobby.

BT staff are a highly mobile community. They often need a vehicle at short notice. But with 50,000 desktop PCs spread about the BT world, Eurodollar wanted a means of distributing account information online that did not involve mailing 60,000 PC diskettes.

It used Java, a platform-independent software development language, tuned for the Internet world and an important tool of the thin computing movement. Emerging from the workstation builder Sun, Java allowed Eurodollar to create its own cus-

tomised software environment in which it can deal with BT staff.

Java contains small pre-written programs, known by the engaging title of 'applets' that permit the rapid, 'just-in-time' rewriting of software. Companies no longer need to install huge software programs whenever a new function is needed. Analysts at Gartner Research Group predict that Java is at the epicentre of a seismic shift in the global \$650bn computer industry, posing a threat to Microsoft and Intel, the two industry leaders at the heart of the explosion in personal computing.

In the BT application, an employee calls up Eurodollar over the Internet, types in his relevant identity and account details, and pulls up a page with the last-recorded use of Eurodollar, holding information such as vehicle type. He can key-in changes to his requirements and arrange for an invoice to be printed off from the Internet address.

By employing Java, Eurodollar says it can alter the application quickly and easily and that changes will be instantly flashed to its entire BT client base.

This is 'thin thinking' allied to familiar local systems. The cheaper, slimmed down corporate computer is not reliant on Sun and its allies.

### Signs of a wider trend

ARM (Advanced Risc Machines) is a £17m UK company with backing from Apple Computers and Japan's Daiwa Bank. Its 162 staff sell the intellectual rights to chip designs that its chief executive, Robin Saxby, says 'can run a PC for a tenth of the price and power consumption of an equivalent chip from Intel'.

ARM's chip technology powers Oracle's Network Computer, a hardware harbinger of the thin computing movement. But while Saxby thinks the slim-line network computer (NC), with its lack of a hard disk is an economic advance, he sees ARM chips as part of a wider

With 17,000 vehicles and 2,000 staff spread across 148 locations Eurodollar has room for both approaches to corporate computing. And the terminals seen on the customer side of its premises are simple 'Windows' on to the rest of its conventional network of PCs and servers. These systems existed before thin clients were conjured up.

**Investment protection**

At the \$200m US software house, SCO, developers think they have invented a means of protecting existing investment in PCs while promoting Internet communica-

tions and, ultimately, the 'thin' side of the business.

Tarantella, a software feature built into SCO's current release of the Unix operating environment, is a buffer between the Internet and the customer's normal computer. SCO claims Tarantella permits the user to carry on employing any conventional PC application while also exploiting the communications potential of the Internet.

### Staying up-to-date

With 5,000 dealerships worldwide, US auto giant Chrysler faces a challenge in keeping car manuals up to date. PCs at each of these sites are running SCO's Unix, incorporating Tarantella in a \$2m deal. This does not look like 'thin clients' – the workstations could be taken as a paradigm of costly hardware spread about the globe. But SCO's Unix offering allows Chrysler to hold one central copy of technical data and constantly update works manuals across the globe.

This is 'thin thinking' allied to familiar local systems. The cheaper, slimmed down corporate computer is not reliant on Sun and its allies.

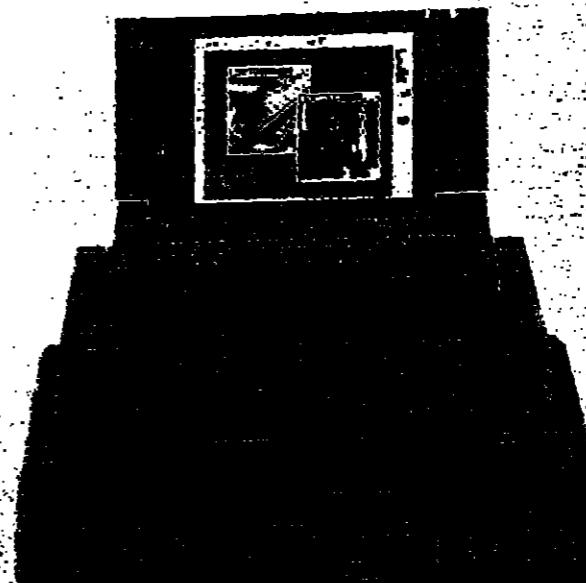
**Notes**

**Portable PCs** • By Paul Taylor

trend towards affordable technology.

'I'm not religious about the NC. My interest is to get our chips into as many systems as possible. Last year, some four or five million ARM chips were shipped, many of them for mobile phones,' he says.

Fujitsu's Mr Powell thinks 'there's enough potential business out there to keep every IT supplier happy. Some people will adopt NCs, but others like to have their own power'. He adds a comment that could have been made any time in the last decade: 'The cost of PC ownership is still going down.'



Three portables from Toshiba: the Libretto, a tiny but powerful portable PC, stacked on a new Portégé 680 CDT, a sub-notebook, which in turn sits on a Tecra 740 CDT machine which features a large 13.3 inch colour TFT screen – see report below

## \$80bn market by the year 2000

One in every four PCs sold today is a portable machine

hand-held devices, such as the new Windows CE machines, as well as standard 'A4' notebook machines, remain one of the most dynamic sectors.

Most manufacturers, including Toshiba and Compaq, now have a full range of portables aimed at different segments of the market.

Until relatively recently, portables suffered a number of disadvantages over their desktop counterparts. However, over the past year both the performance gap between desktop machines and their portables counterparts and the price premium paid for portables have narrowed considerably.

Two years ago, a portable machine cost on average 2.8 times the price of a comparable desktop, now the premium is down to about 30 per cent.

The value of portable PC sales is expected to more than double from \$30bn last year to nearly \$60bn by the end of the decade, an 18 per cent

compound annual growth rate, according to a recent study, *Pen, Palmtop and Notebook Computers*, prepared by Frost Sullivan, the market research firm.

This demand is driven, at least in part, by the emerging trend for companies to replace desktops with portables which are increasingly sold with docking stations or port replicators, enabling them to easily integrate with corporate networks.

In Europe, in particular, the arrival of digital GSM (Global System for Mobiles) cellular digital networks has made keeping in touch with the office while on the move, much easier over the past five years. Portable PCs equipped with a cellular card can be plugged into a digital GSM handset to send or receive data.

'Companies are acquiring portables in record numbers, indicating pent-up demand for the flexibility afforded by being mobile,' noted a recent study of the European market for portable PCs, prepared by International Data Corporation for Dell Computer (UK), says that 65 per cent of its new Latitude machines are sold with port replicators making them 'network-ready'.

Dell and a few other notebook manufacturers, have also begun to install Microsoft Windows NT on some machines at the behest of business customers.

'Our factory installation of NT4 enables notebook users instant access to 32-bit computing and network

compatibility,' says Phillips. Dell's implementation of NTWorkstation provides customers with some additional features such as power management, designed to optimise the operating system for mobile users.

But for those with limited computing needs and deep pockets, the latest generation of wireless digital personal assistants – devices which combine the features of a digital telephone and a high powered electronic organiser – are proving attractive.

The marriage of hand-held PCs and wireless telephony – in new devices from Nokia, Hewlett Packard and Motorola, as well as add-on enhancements to existing hand-held machines such as the Psion series 3 machines HP 100LX – has helped reignite interest in the pocket-sized computing market, following disappointment with first-generation PDAs, such as early Apple Newton, which lacked wireless communications facilities.

Now, for example, the GSM-based Nokia 9000 enables the user to send and receive e-mail and cruise the World Wide Web, as well as make standard phone calls – all from a single (large) pocket-sized device costing \$795.

For those with smaller wallets, the new Windows CE machines which are expected to figure prominently at the annual CeBIT show for information and communications technologies in Hanover (March 13-19), look promising, while US Robotics' Pilot machine has already proved highly successful.

PDAs, growing rapidly from a small base, will continue to be a success in niche markets, 'but they will need improvement before they become the mighty industry predicted at their introduction,' says Frost & Sullivan.

Some machines, such as Sharp's recently-launched Widenote machine, which has an extra wide screen – ideal for spreadsheets or two Web pages, side-by-side – even boast features not yet found on desktops. Some manufacturers, including Dell, are now considering whether to build machines with screens bigger than 13

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## Why the Internet is good news for Xerox

From previous page:

Now, if you do black and white on a colour machine, generally you don't get as good a black and it is more expensive.

"So, what we would like to do is have products which, if they are being used for black and white, are just as easy to use, just as cost-effective and just as high quality as a black and white unit."

Allaire also believes that the explosion of interest in the Internet will ultimately benefit his company. "In many ways, we view the Internet as validating the document paradigm," he says.

"Basically, what the Internet is about is structuring information in documents for people to utilise, and that is what we have been talking about when we define a document."

"So, via the Internet, the amount of documents that are available to the public, and to business, increases exponentially. Once you have that information you can dramatically increase the number of documents you use. For Xerox this is a real opportunity."

"Getting documents on to the Net is something we think we are quite good at: we can go from paper to electronic form and do that in a manner where we can intelligently capture the documents, so it's not just an image - you can process it, you can do what you want with it."

He also views the Internet as an opportunity to develop the concept of printing-on-demand. "I think the big opportunity here is to do what we have been taking about for some time - to move from a situation where you print and distribute, to one where you distribute and print."

Xerox is also actively using Internet technologies internally. "We have a very interesting intranet that we utilise, for example, for internal communications



Mr. Allaire views the Internet as an opportunity to develop the concept of printing-on-demand

and we have about 400,000 internal 'hits' per month. We can monitor what kind of things people are looking at. The highest hit rate we have is competitive information, the second is personnel information."

Whenever the Xerox chief executive makes a speech, it is made available on the Xerox intranet the same day

" - we put our earnings announcements and our product announcements on the internet so that they are instantly available. It really democratises communication," he says.

### More e-mail

The other side is that you get a lot more e-mail, which is a response to the liberation of the Net. People will not take the time to send a formal letter, they will not even give you a hand-written note, but the fact that they can do it with the push of a button means they send a lot more mail."

Xerox has not yet figured out a way automatically to sift and prioritise Mr Allaire's e-mail, but the company is interested in all areas of document management and the use of intelligence applied to the document. "One of the issues with information overload is just knowing what is out there and whether it is relevant or not," he says.

"It was interesting research, but no one was actually going to buy the hardware - it was a hell of a lot cheaper to hire ten readers."

Now, as in other areas, he notes that the lower cost of electronics and improved techniques make such things economically possible.

"How do you do that? Well, you have to have good retrieval mechanisms - intelligent retrieval mechanisms - and then our concept of abstraction, where you can get a fairly good view of the contents of a multi-page document in a paragraph or half a page. This is a very important technology. This is one that everyone can relate to."

Newspapers work well

because they are easy to scan. Nobody reads a whole newspaper - people scan a newspaper and read articles that catch their eye," he says.

Some of the document handling techniques, such as abstraction and summarisation, which Xerox is working on have their routes in the artificial intelligence research of the 1980s - "a lot of the concepts developed back then were uneconomic because of the processing power required. You had to have a supercomputer to abstract a memo," jokes Allaire.

"It was interesting research, but no one was actually going to buy the hardware - it was a hell of a lot cheaper to hire ten readers."

These and other figures are impressive for a product launched by one supplier just four years ago to compete against the combined might of the IT industry prompting an operating system which started

CORPORATE COMPUTING By John Kavanagh

## Impassioned arguments over rival operating systems

The battle lines between Microsoft's Windows NT and the Unix multi-user operating system are still being defined, say analysts

Patrick Brazel has little doubt about the future of Microsoft's Windows NT operating system: he is staking his company's future on it. Mr. Brazel is president of SunGard Capital Markets, a world leader in derivatives, money markets and risk management systems.

"We committed to Windows NT for new systems, three years ago," he says. "Today, every would-be competitor is jumping on this bandwagon as more and more financial institutions switch from Unix to Windows. Almost all our existing Unix users are now actively considering moving to NT. Bill Gates has won the battle."

Investment bank BZW is the latest company to endorse this last statement with a similar commitment: it has just ordered 5,700 workstations and 80 central computers (servers) from Compaq, all running the Microsoft product.

But the battle is far from won, according to those with an equal enthusiasm for Unix. Indeed, market studies suggest that the battle lines are still being defined.

The battle lines are fluid because Microsoft is building up from the pre-eminent position of its familiar Windows system on people's PCs to attack the high ground held by Unix as the system running the departmental and corporate computers serving those PCs. Each new release of Windows NT brings advances to enable it to gain ground and supporters.

User surveys reflect this gradual advance. A study for Tandem Computers shows that more than 90 per cent of IT managers believe NT's market share will match that of Unix within five years, including 41 per cent who think it will catch up in three years.

Research group IDC is less certain. It gives Unix 41 per cent of the total operating system market in Europe and Windows NT seven per cent. It sees NT reaching 24 per cent by 2000.

These and other figures are impressive for a product launched by one supplier just four years ago to compete against the combined might of the IT industry prompting an operating system which started

emerging as a standard in the early 1990s.

However, the surveys also reflect current industry misgivings about NT. The Tandem study, for example, says that although 80 per cent of IT directors believe NT beats Unix for departmental and branch systems, almost 90 per cent see Unix as better as a central mainframe replacement. In addition, two-thirds say Unix wins in the key corporate computing areas of reliability, robustness and expanding the number of users and the workload.

These issues are raised consistently by the Unix camp, but this is at the low end of the market, working out from the desktop," says Mr Julian Lombard, product manager for Sun Microsystems' Solaris version of Unix.

"Microsoft has a fairly compelling argument here, with the Windows familiarity and ease of use. Ultimately it will make an assault on enterprise computing, but there Microsoft is talking to IT directors, whose future depends on keeping critical systems running securely, with data integrity and high performance under heavy loads."

Mr. Malcolm Etchells, director of SCO, which manages the Unixware standard adopted by some of the biggest suppliers, agrees. "So far, corporate users have used NT as a print server or to run a marketing department system," he says. "Microsoft is now looking up-market by talking about running on two clustered computers, but Unix already runs on four or more clustered machines."

However, Mr. Peter Blackmore, head of enterprise computing for Europe at computer supplier Compaq, says the power of the latest Intel processors on which NT runs is knocking out the performance argument.

"NT's scalability has come a long way in 18 months, and mid-range computer performance is now available," he says. "The price per cent action processed is 30-50 per cent less than on a typical Unix system. It's no longer just a departmental system. We're now supporting hundreds of users on systems which are often business-critical. Current



Peter Blackmore of Compaq: 'The growth of business is extraordinary'



Malcolm Etchells, of SCO, says: 'Microsoft is now looking up-market'

Tandem survey said competing standards were damaging the position of Unix.

Conversely, Mr. Lofthouse says the single Microsoft standard is damaging to users: "It would be bad if NT became dominant, because there would be no incentive for the supplier to improve it. Unix has many big companies behind it, which produces far more innovation and development."

IBM, which is also a rival with its OS/2, says Microsoft has to attack the corporate computing market to maintain a growth rate that will keep investors and share-owning staff happy. Microsoft last month gave early warning of slower growth in its 1997-98 financial year, which does not even start until July.

Despite the impassioned arguments on both sides, and the fact that he represents the Unix camp, Simon Lofthouse at The Open Group says the argument is not really about whether NT or Unix will be the winner," he says. "Unix won't disappear, and NT won't take over. The real issue is how dominant these two might become over the entire market."

Why thin clients in vogue: see report, page 4

### How Compaq's Version Control can save you money

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ENTERPRISE SERVERS • by Philip Manchester

## Why no-one wanted to use the 'M' word

While the mainframe remains a strong candidate for the role of enterprise server, a growing number of flexible alternatives are emerging

In the 1980s, companies - in IT jargon - have become 'enterprises' and mainframe computers have become 'enterprise servers'. The idea of the 'enterprise' was coined at the beginning of the 1980s to differentiate between personal computing, based on PC networks, and corporate computing. And, because 'enterprises' need some sort of central computer resource, the name 'enterprise server' came about because no-one wanted to use the 'M' word.

Technologically, there is little difference between a mainframe and an enterprise server.

Both take the processing load of the desktop and place it on a central computer at the electronic equivalent of corporate headquarters.

Both let companies take control of their data resources and conduct their business in a secure, robust environment.

Both offer controlled access to corporate information resources.

There are some differences, however. Traditional mainframe computers looked after all the processing needed to support an application, from control of the desktop interface to managing the corporate database. Enterprise servers do not get involved in presenting information on the desktop - a role now filled by the PC.

The mainframe's heritage puts it in a good position to fill the emerging role of enterprise server - a message that IBM in particular has pushed hard - and backed up with changes to its software.

"There are two schools of thought; you can either buy new software and hardware technologies to replace the mainframe - or you can take the existing range of software and hardware and expand it to meet the new demand. IBM supports the latter route," explains Mr Tony O'Clockshaw, software marketing manager at IBM UK.

IBM has brought established mainframe software technologies - the DB2 relational database manager and CICS transaction processing package - to the new market.

### Cost factor

In addition to moving the software to other computer platforms, IBM has also added features to connect its mainframe software to the Internet/World Wide Web.

"Many users are looking at this in terms of time-to-market and cost. Some of our customers have made their DB2 data available on the Web in less than a week, at a minimal cost. The software is free - you can download it from the IBM's page on the Web," adds Mr O'Clockshaw.

While the mainframe remains a strong candidate for the role of enterprise server, a growing number of alternatives promise greater choice and flexibility.

The hardware technologies - either in the form of a reduced instruction set computer (Risc) or Intel's

PC technology - boost performance by innovative design. Symmetrical multi-processor (SMP) systems, such as Non-Uniform Memory Access (Numa) systems, link many processors together to push the power up. Massively Parallel Processor (MPP) systems again use multiple processors to power applications where separate parts of a job are processed simultaneously.

Dr John Mashey, director of system technology at Silicon Graphics (SGI), notes that the way processors are connected to each other -

den, server product marketing manager at Sun Microsystems.

Traditionally, Unix has not been able to offer things such as manageability and transaction throughput to compare with the mainframe. But now Unix is stable and manufacturers like ourselves are pushing the envelope, customers can use it for enterprise server systems," Mr Pattenhen continues. "Our new range of server systems - the Ultra Enterprise 1000 - offers performance greater than mainframes, with many features associated

with mainframe computing: virtual machines, 'hot-swap' upgrades and scalability."

Rival manufacturer Hewlett Packard (HP) also backs Unix - along with other options.

"Processor performance, memory capacities and disk capacities are increasing at a rate of four times every three years. But the method of connecting them together is lagging behind. We are concentrating our efforts on improving the bandwidth to match other improvements," he says.

Similarly, Digital Equipment (DEC) sees the move to 64-bit chips as a way to meet the increased demand for processing power. Its Alpha chip was the industry's first commercial 64-bit system and is already delivering direct business benefits according to DEC.

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But an enterprise server is more than hardware - it also requires an operating system platform. Unix (now owned by Systech Cruz Operation, SCO), and Microsoft's Windows/NT are the main contenders. Traditional PC builders such as Compaq, Sequent and Pyramid Technology have opted to take the Windows/NT route. Unix is backed by the established manufacturers such as Sun Microsystems and Hewlett Packard.

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"In terms of delivering high-end performance, it was IBM's MVS mainframe until a couple of years ago. But now there are more options with Unix and NT, based on multiple processor systems. The enterprise server space is very broad and we see both Unix and NT as contenders at different levels," says Mr Nigel Ball, HP's director of marketing.

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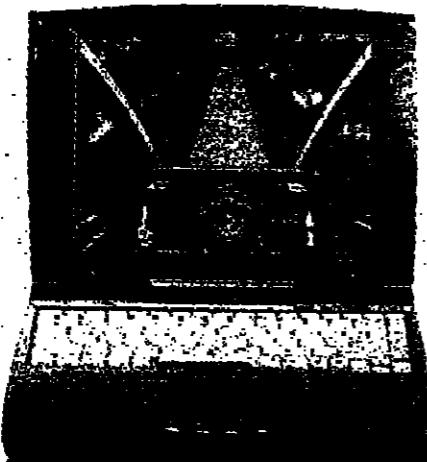
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Compaq's latest laptop, the Presario 1060, claimed to be the first multimedia laptop specifically for home-use, costs £1,899 incl. Vat

## A way to beat the replication problem

From facing page:

airport security. The presence of so many gadgets invites questions at the X-ray machine, and cuts short time in the bar.

For other users, the fact that software is getting 'bigger' makes it harder for them to work on the same files on their portable as on desktop personal computer. Investment analyst and frequent flyer, James Ross of stockbrokers ABN Amro Hoare Govett, says, "What I want is a portable computer that weighs the same as a notepad, but has infinite storage."

His Compaq bought a few years ago already needs more memory before it can take the latest version of the Excel spreadsheet.

McInroy has a Pentium-based IBM Thinkpad notebook with no floppy-disk drive. He says: "It sounds ludicrous, but I have 40 megabytes of Ram and one gigabyte of memory on my notebook, and I need them."

Chris Miller, a product manager at portable computer maker Toshiba, believes the solution to replication is simple: "Use your portable for everything, even office work". This can be achieved, he says, by putting docking stations or port replicators in the office. Then, when mobile executives are back at base, they simply "dock".

their computers into a device which connects them to the office network and allows them to use full-size screens, keyboards and other peripherals.

Miller says a docking station costs £250, and a port replicator (which gives users lots of 'ports' for add-ons), costs about £250. Yet docking stations have not spread like wildfire. McInroy says Deutsche Morgan Grenfell tried them and found them unreliable.

Network computers (stripped-down PCs) could provide a solution to the replication problem. If users in offices had them, they would store the majority of files on the company network, or the Internet, from where they could be accessed remotely.

Software, such as Lotus Notes, could be used to manage different versions of files, as they were retrieved and updated by fixed or mobile workers.

But security is still an issue for companies such as Deutsche Morgan Grenfell, which does not allow remote access to its main systems, only to email.

Even transferring files using the humble floppy disk can be fraught with problems - "too often they just don't work," says Ross. "I always copy any files I need on to the portable's hard disk before leaving the office."

The industry was jolted out of its complacency last

are a lot of competitors and



David Harris-Evans of Spyglass Europe: the potential consumer market for Internet appliances is very much bigger than the desktop personal computer market

June when US start-up WebTV Networks unveiled a set-top box that allows those without a PC to surf the Net using their TV, phone line and a remote control.

The WebTV, manufactured by Sony and Philips, went on sale in the US just before Christmas. Priced at around \$380, over 60,000 were sold in two months.

A survey showed nearly 90

lower margins."

Some see the Internet appliance as a real threat. Microsoft chairman Bill Gates, speaking at an Internet conference in Madrid last month, said: "You can do some things with a [WebTV] but it's not as good as a PC."

Microsoft wants the PC - rather than the TV - to occupy centre stage in

people's homes. In January, Microsoft announced technologies to mix Internet and TV content on a PC and a modified Windows interface for easier viewing in a family room.

"The big thing this year is simplicity," said Mr Gates, who knows that unless the PC industry can produce simpler, cheaper products it will miss out on the growing consumer interest in the Internet.

The research company IDC predicts there could be 22m non-PC Internet devices in the year 2000, most of which will be consumer-oriented, such as set-top boxes, "smart" phones and internet kiosks.

"The consumer market for Internet appliances is very much bigger than the desktop [PC] market," says David Harris-Evans, managing director of Spyglass Europe.

Spyglass supplied browser software for the WebTV and the Pippin, a CD Rom-based "Net cruiser" launched last year in Japan by toymaker Bandai. Its software will also feature in Mitsubishi's forthcoming Internet TV.

"We think about this market but for us it's not that attractive," says Ernst Holzmann, marketing manager with Europe's largest PC maker, Siemens-Nixdorf Informationssysteme.

"There are a lot of competitors and

The Katz Media 'Pippin' - the Irish manufacturers claim that it beats set-top boxes because of its CD-Rom drive, which allows software in the Pippin to be updated to avoid obsolescence

lysts believe the WebTV beats set-top boxes because of its CD-Rom instead of downloaded.

A promising application for the Pippin is catalogue shopping. "Retailers are asking how to reach a mass market but the restriction is you need a PC," says Mr Dews.

Retailers could distribute Pippins to their customers and include catalogues on CD-Roms with links to online shopping sites.

The Internet appliance has enormous potential but also big risks because of the many competing technologies. The US company ViewCall developed an Internet set-top box in 1995, but has since pulled out of the hardware market. "We did not want to get caught out making the wrong box," said John Bentley, chief executive officer of ViewCall Europe.

The company now provides easy-to-use Internet access that several appliance makers plan to bundle with their products.

A key issue for all set-top box manufacturers is cost, but the price barrier remains a tough one

tities and many CD-Roms will contain links to Web sites. The CD-Rom drive allows the software in the Pippin to be updated to avoid rapid obsolescence - a problem for devices with

wholly embedded software - and means bandwidth-intensive graphics can be stored

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NEC's TeleDoc™ System allows physicians thousands of miles from the operating table to "present" for consultation during surgery. NEC is also developing support systems that will one day grant access to real-time medical care from home.

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Stay at home and take courses, do research, or work toward a degree. NEC's Global College Concept will expand your opportunities even further. For children, NEC created Gakken, the Global Network Class, a website where young people from around the world can participate in educational activities.

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Create your own office, complete with a world-wide communications network. NEC MERMAID groupware helps to make it happen.

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DIGITAL PRINTING • By Philip Manchester

## Pushing back the boundaries

New digital printing systems allow more economical, colourful, on-demand services to benefit readers and publishers alike

Computers have caused several revolutions in printing over the last three decades. Starting with the automation of mundane print tasks – such as the production of payslips and invoices – in the 1960s, through the desktop publishing revolution of the 1980s, to today's networked digital printing systems, computers have pushed the boundaries of how print is produced and distributed.

One thing computers have not done, however, is to reduce the amount of paper used for distributing print. Indeed, paper consumption continues to rise and, with new computer-based technologies such as colour and photographic quality resolution, there is every indication that the upward trend will continue – despite innovative information distribution methods such as the Internet. Humans like paper-based information – it is portable, flexible and user-friendly.

Despite computers' failure to bring about the much-vaunted paperless office, new printing technologies do promise to cause yet another revolution as more print is produced 'on-demand'.

Charles A Pasko Ventures, a market research company specialising in emerging print technology, predicts that on-demand printing will account for over 20 per cent of the commercial printing



Wider choice for users: the next steps in desktop printing are multifunction devices that can scan, print and photocopy and 'duplex' printers which print on both sides of a sheet of paper. Pictured here is the Xerox Xerox multifunctional PRO 610 workstation.

### Production Systems (XPS)

"Book publishers, for example, tend to produce at high volume because it offers the lowest unit cost. But they put two-thirds of their print run into stock. Theoretically, it is an asset – but only if they can sell every copy – which, of course, does not usually happen."

He sees digital printing technology as a way out of this situation – saving both on print-run costs and warehousing. "We advocate going for shorter runs with traditional off-set litho technology, holding very low stocks and topping up with on-demand runs, using digital technology," says Mr Vincent.

Although unit costs are higher with digital printing, the overall saving more than makes up for the extra cost.

"Not only is there a net saving in terms of capital investment, there is also a cashflow advantage in not having cash tied up in stock. And, because of the flexibility of digital printing technology, companies can meet back-orders much more quickly than before," says Mr Vincent.

The same holds true of internal corporate 'forms' printing, he argues. With digital technology, companies only need to print enough invoices, order forms, and so on, to meet the immediate demand.

More importantly, they can exploit another advantage of digital printing – colour.

"Traditionally, people used colour to make things look pretty. But there are real business advantages that

can come from using colour," he adds. "The retailer, Marks and Spencer, for example, has found that it can improve the targeting of its mailshots by using colour to highlight different things for different customers, according to their profile."

American Express also found that their mailshots improved significantly by careful use

of colour to add emphasis, according to customer preferences.

It is not only the traditional printing industries that will benefit from the new wave of digital printing technology. Innovations such as colour inkjet printers and so-called printers that can connect directly to Microsoft's Windows PC operating system have brought down the price of

printers for personal use both at home and in the office.

Windows printers – such as QMS's DeskLaser 600 (a high-resolution laser printer) at a price of £245, which compares to similar products from other manufacturers.

Xerox, too, sees plenty of room for innovation in 'personal' printing. Mr Simon Hill, marketing manager for Xerox's desktop products group, says the next steps in desktop printing are multifunction devices that can scan, print and photocopy and 'duplex' printers which print on both sides of a sheet of paper.

"We believe you have to migrate the advantages of technology right down to the desktop. Duplex printing used to be the province of expensive printers. But it is now coming to desktop. Even more exciting are the multi-functional products that bring scanning, printing and photocopying technology together," he says.

All of these innovations in printing will undoubtedly increase the value of printed media – and paper – rather than reducing it. But it will mean more flexibility and choice.

"The point of digital printing is that it lets people do things they couldn't do before," comments Mr Vincent.



Simon Hill: digital systems offer greater flexibility to users

### DESKTOP VIDEO

## The jury is still out

Continued from page 7

which are displayed as a menu on the TV.

The user can choose between full screen or video window displays of the remote caller or show both remote and local views simultaneously.

Being able to see the local view lets users see exactly what the other person is seeing, which is useful for pointing the camera or adjusting the room lighting. There is also a video 'mute mode', which allows either caller to shut video transmission off without interrupting the audio part of the call.

The user can choose the resolution and the frame rate of the video transmission. The sharpest pictures

are seen at two frames per second and the lowest resolution is at 15 frames per second.

Although the video quality is still jerky, 8x8 quality there is a large potential market for its phone among consumers and small businesses.

But even if videoconferencing were cheaper and better quality, it will only succeed if it becomes more commonly accepted as an effective way to conduct meetings.

Many companies increasingly realise the usefulness of high-end videoconferencing systems, but the jury is still out on whether low-end PC-based videoconferencing systems are useful or a technology whose time has yet to come.

The same holds true of internal corporate 'forms' printing, he argues. With digital technology, companies only need to print enough invoices, order forms, and so on, to meet the immediate demand.

More importantly, they can exploit another advantage of digital printing – colour.

"Traditionally, people used colour to make things look pretty. But there are real business advantages that

can come from using colour to add emphasis, according to customer preferences.

It is not only the traditional printing industries that will benefit from the new wave of digital printing technology. Innovations such as colour inkjet printers and so-called printers that can connect directly to Microsoft's Windows PC operating system have brought down the price of

printers for personal use both at home and in the office.

Windows printers – such as QMS's DeskLaser 600 (a high-resolution laser printer) at a price of £245, which compares to similar products from other manufacturers.

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## DOCUMENT MANAGEMENT • By George Black

The digital future

## Be prepared for culture shock

After generations of tiresome paper-shuffling, document management systems herald the electronic commerce revolution. But selecting the right system is not easy

Document management will be "among the most crucial competitive-advantage applications implemented in corporations in the next five years," say analysts at the US-based industry Aberdeen Group, in a report to be published later this year.

The group predicts that document management, in which it includes imaging and workflow systems, will be taken up by more than half of the top 1,000 US companies in the next couple of years.

The technology should improve productivity by allowing documents to be shared and processed more easily. It will also become an essential part of competitive-advantage applications such as sales, marketing and customer support systems.

Management of information gathered from the Internet and circulated on private intranets will be one of the big challenges with which document management systems will have to cope.

If Aberdeen Group is right, it will indeed be a revolution, or at least an important part of the bigger revolution which is electronic commerce.

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a lot of time, space and money but are likely to be rewarded by their customers for providing a better and cheaper service.

But grappling with the new technology is not simple, with dozens of companies claiming to offer the perfect solution and dozens of consultants jostling to provide expert but expensive advice.

Numerous surveys have detailed the offerings of the leading suppliers who include Documentum, FileNet, Information Dimensions and Interleaf. The reports by Ovum and the Aberdeen Group especially favour the Documentum system.

Departmental document management systems such as those of PC Docs and Novasoft could co-exist with these in many sites. The spread of systems at the departmental level is expected to be rapid in the near future.

These leading products have begun to spread into larger companies in the past couple of years. Often they are taken on as part of a more general attempt at business process re-engineering or a move to a client/server systems architecture.

Industries which have a particular need to process documents as a mission-critical operation have been the early adopters.

For instance, in pharmaceutical companies where the sheer waste of natural resources, this way of working is extremely inefficient since so much time is spent in looking for documents, copying them, re-typing them and then passing them to and fro manually. One of the biggest sources of lost productivity is in expensive professional time spent searching for mislaid or misplaced documents.

Vendors claim that the investment in electronic document management can give a payback in a few months – and some early adopters confirm this view. Those who do manage documents electronically stand not only to save

the prevalence of e-mail and groupware systems is making people more aware of the possibility of exchanging documents electronically.

The prevalence of e-mail

is another issue which prospective users need to consider. It looks likely that Java or a similar language will be the medium for future applications, so users need to find out if Java applications will be available on the chosen system.

Scarborough Building Society embarked last year on an ambitious programme to do away with paper. It is installing electronic document management with the help of Information Systems Europe, a Sheffield-based company. The building society's chief executive, Mr John Carrier, says: "We have already removed tons of paper from every facet of our business, but we still have a very long way to go."

It could take another two years or more to complete, he says. All outgoing correspondence is scanned and much of the internal processing is now handled electronically, but the company has yet to tackle the scanning of incoming mail.

"It is an enormous culture shock after 150 years of clerical operations, but we will get there," says Mr Carrier.

## A turbo charge for multimedia

The DVD format is the result of an unprecedented surge of co-operation between ten leading electronics manufacturers, computer companies and movie studios

Five years ago, Sony released the first compact disc, 'Billy Joel's 52nd Street', heralding the end of vinyl records, and paving the way to multimedia computing by providing a high density storage media for personal computers.

It is only in the past 15 months that CD-Rom (read only memory) drives became a standard feature on personal computers, but already they are due to be superseded by a technologically superior cousin, the digital video disc (DVD).

The DVD looks like a compact disc, but is able to store far more information – initial versions will hold 4.7 gigabytes, over seven times as much as a compact disc at 650 megabytes. This is sufficient to hold a full-length film, along with the soundtrack in three languages, and subtitles in four.

But while the compact disc killed vinyl, CD and DVD share the same basic optical storage technology and will peacefully co-exist. On both types of disc, data is represented by microscopic pits on the surface of the plastic disc. When a beam of laser light is passed over the surface, less light is reflected from the pits than from the smooth part of the disc, a variation which is then translated into the 0s and 1s of stored

## The digital future



The automated call-centre at UKCL, now known as Littlewoods Lotteries: the company reaches its customer-base via 30,000 retailers

## Banks exploit CTI systems

Continued from facing page

from a £70m scratch-card operation. UKCL reaches its customer-base through 30,000 retailers. Each of these must be called once a week to establish stock levels and arrange new deliveries.

With 20 customer-service agents, each agent faces a daunting workload, with unsuccessful calls demanding re-dialling.

UKCL decided to automate this process with £250,000 worth of software from Royal Blue Technologies. The package, called Rostrvn, connects business applications with the signals from a digital switchboard. Caller ID is one Rostrvn function, attaching a file of the retailer's own details, such as usual number of cards sold, to the screen when that one number is dialled by the agent.

Previously, each agent worked with his or her list of retailers. Now Rostrvn has introduced what Royal Blue calls Power Dialling. This

means all agents phone out from a central directory of numbers, and the software feeds that number back into the stack if the number called is engaged or unanswerable.

The demise of taped calls received after office hours is one symptom of the improved software management of calls. Before Rostrvn, staff at UKCL (now known as Littlewoods' Lotteries) ploughed through eight hours of these calls every working day. This figure has plummeted to zero as agents find their daytime calls hitting home.

The rise of the telephone bank has lent weight to the CTI sales pitch. A recent survey of UK call-centre ratings by IT services group, Hockyns, found that direct banking services lead the field in customer satisfaction.

Relying heavily on computer processing to handle accounts, they have been quick to exploit CTI. The US Direct Marketing Association estimates that goods and services worth \$600bn

will be sold over the telephone every year in the US by 2000.

It is now believed that 2m telemarketing staff will be employed by the turn of the century. IT suppliers are rushing into this market, and their current success reflects the retail sector's preoccupation with using customer-satisfaction for competitive advantage.

Unfortunately, desktop videoconferencing over phone lines hits the same roadblocks that Internet users face: the bandwidth of the connection is just too slow.

Even with the advent of

faster modems capable of 56 kilobit per second (kbps) transfer rates, the situation will not improve much, because the higher data rate is only one way, and the return path communicates at just 33.6 kbps.

ISDN lines offer an improvement in both the frame rate and image quality

but ISDN is difficult to set up, especially in the US, where different types of telephone switches make setting up ISDN connections more difficult than they should be. This restricts the use of desktop videoconferencing for staff working from home, which has long been touted as the killer application for videoconferencing.

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slow down other users.

A key area where advances are needed over the short term, is in the area of standards. The international H.320, H.323 and H.324 standards aim to ensure that videoconferencing products from different vendors can communicate with each other, in the same way that phone users do not have to worry about calling each other.

But there are still compatibility issues because the

recently added new features to ProShare, adding video answering machine capabilities that allows users to leave video messages in the same way they leave phone messages.

Intel says that the ProShare Conference Plus Package will be useful for global corporations with offices across several time zones. Users have several different options in recording and playback of messages, users can record important videoconferences. The upgrade also supports full screen video images on PCs running Microsoft Windows 95.

In other areas there are some new advances in the type of videoconferencing possible. BT, for example, is experimenting with its "The Mirror" technology which is being tested by the BBC and may eventually lead to virtual reality based videoconferencing.

Intel

is the market leader

with its ProShare videoconferencing product but it still requires a relatively fast network or at least ISDN. Intel

standards can be interpreted in different ways. And since each of the three main videoconferencing standards has a sub-set of standards, compatibility issues are widespread, further limiting the potential for videoconferencing.

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degree wide image and zoom in on parts of the image. In a videoconference involving several people, each participant can change their view of the conference, without affecting the view seen by others. The university says it will license the technology to third parties, which could add a new and useful element to videoconferences.

While videoconferencing has been mainly targeted at business users, other companies see a potential market in the home. The US company, SxS Inc., recently introduced a range of videophones that use special chips that improve image and audio quality over telephone lines.

At the recent Consumer Electronics show in Las Vegas, SxS demonstrated its \$500 ViaTV Phone which can be used over normal telephone lines with images viewed on a TV set.

The ViaTV phone uses SxS's Video Communications Processor chip, a digital video camera and a high performance modem. The telephone's keypad acts a remote control device controlling ViaTV's features

Continued on next page

### VIDEOCONFERENCING

By Tom Foremski

## A long way to go on the desktop

Users of low-end PC-based videoconferencing find that most systems are slow and hard to set up

When it comes to videoconferencing, there is a great difference to users: providing good quality desktop videoconferencing over regular phone lines.

Unfortunately, desktop videoconferencing over phone lines hits the same roadblocks that Internet users face: the bandwidth of the connection is just too slow.

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VOICE RECOGNITION SYSTEMS • By Joie Shillingford

## Falling costs boost demand

While personal computers can 'understand' limited speech, it will be five years before PC-users can dispense with keyboards

**T**alking to your computer has never been cheaper. A whole host of products that let you dictate words to your computer and see them come up on screen are now available for under £100.

Low prices will increase the demand for these systems. IBM expects a million copies of voice recognition software to be sold by the industry in 1997, a ten-fold increase over 1996.

Suppliers include Kurzweil Applied Intelligence of Waltham, Massachusetts, which is selling its VoicePad voice recognition software for £79 in the UK.

Distributed by London-based Talking Technologies, the software is available in the UK at PC World, The Leading Edge and the larger branches of Dixons.

VoicePad has a vocabulary of 200,000 words and users can get to grips with it in 10 minutes, according to Robin

Cameron, product development director of Talking Technologies. The software works with its own Windows-based wordprocessor, based on Microsoft's WordPad. As well as creating documents, users can operate formatting commands, such as bold, underline and so on using VoicePad.

If necessary, VoicePad documents can then be pasted into Microsoft Word. (A more expensive version of the software - Kurzweil Voice - costing £299 lets users work directly in Word, Excel or other well-known packages.)

Voice software costing under £100 is also available from IBM and from Dragon Systems of Newton, Massachusetts. IBM introduced its £89 Simply Speaking software in November. This has the same 30,000-word vocabulary as a £55 version brought out in June.

Talking Technologies also

sells a product called Talkback for £79 that will read out text on your computer's screen, such as electronic mail.

### It's good to talk

Voice recognition software may be cheap. But why would anyone want to talk to their computer?

Good reasons are that you don't feel comfortable with computers (voice is more intuitive); you can't touch type; you want shortcuts for Windows commands; or you have an injury, such as repetitive strain injury (RSI).

Some voice packages can also be used to surf the Internet.

Steve Semzato, director of channel sales at Dragon, Maine-based clothing catalogue company, use Dragon Systems to input customer orders received by fax.

Voice recognition software can also be useful for inputting figures into a spreadsheet. A voice-enabled version of the Sage Sterling accounting package using

Kurzweil will soon be available. Users should look carefully at the software they are buying. Simply Speaking offers few commands for formatting and lags behind when you're dictating.

Because of this, editing usually has to be done by going back and making corrections with a keyboard. The product also offers a limited vocabulary, though 27,000 more words can be added.

Dragon's low-cost product requires users to switch from dictate mode to command mode when they want to use menu commands. The interface is fairly hideous," says Cameron. "Most people feel they can speak already," he says "and they don't want to have to learn how to do it."

### What you need

If you have decided to give voice software a try, you'll need a microphone, a 486-based or Pentium PC (operating at 75 megahertz or more), Windows 3.1 or Windows 95, 16 megabytes of RAM, and a sound card. Whatever the product, low-cost software still requires

you-to-speak-slowly- dictating-one-word-at-a-time. So don't expect speeds of over 60 words a minute or levels of accuracy much above 90 per cent.

### Continuous speech recognition

"Everybody's waiting for continuous speech recognition," says Cameron. "But it's very hard to organise. When we're talking to people, they can fill in any gaps. Without the pauses, it's harder for a computer to work out what the user is saying. Even context-sensitive products can end up making mistakes. Handing punctuation and people's names is also difficult."

Products which do not work in real-time are easier to develop because the computer takes more time to work out what the user must have meant. Continuous speech recognition products are available, but they are very expensive and have few users. "They might be useful for repetitive tasks with a repetitive vocabulary," says Cameron.

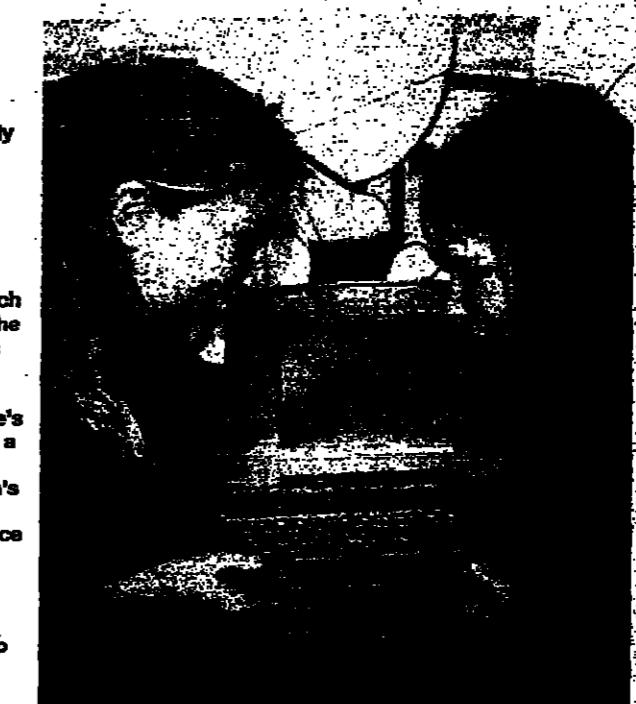
Both Philips and IBM have developed continuous speech recognition products for the medical market that do not require irritating pauses. IBM's system costs \$4,495 and allows radiologists to dictate and edit reports, removing the need to hire a medical transcriber. IBM says the system has a 95 per cent accuracy rate because it is highly specialised.

Non-specialised systems include Hark, from BBN of Cambridge, Massachusetts. Hark was able to transcribe news broadcasts with an accuracy rate over 70 per cent in a recent test.

Motorola plans to introduce a \$300 continuous speech product for the Chinese market in late 1997; it has also begun work on an English-language version. Belgium-based Lernout and Haespe plans to start selling its speech recognition product for dictation in 1998. Microsoft is working on

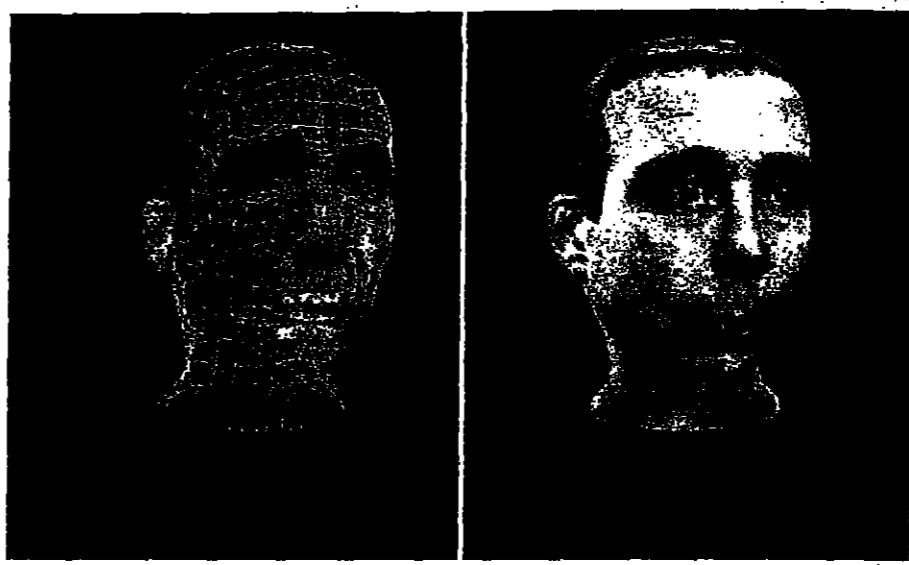
### A voice back for Holly, 13

At the age of three, Holly Porter (right) from York lost her voice. Today, Holly uses a computer text-to-speech system, developed by BT. The computer's voice is not artificial like other speech systems, but matches the sentences typed in with recorded human voice elements to recreate realistic speech. Anyone's voice can be used, so if a recording exists before speech-loss, the person's own voice can be given back. Holly uses the voice of a daughter of the BT scientist who helped develop the system. Pictured with Holly is Charlotte Breen, 12, who provides Holly's new voice.



Whisper, a continuous speech recognition engine that could one day replace the keyboard. The company reckons that a product this accurate could take five years to develop. Kurzweil has a prototype continuous speech product.

some new continuous speech recognition software that works in real time. But the first products aimed at the mass market will probably cost more and be less accurate than the sub-£100 discrete-speech products available today.



### The computer that talks back to you

BT's world-class 'Laureate' technology allows computers to speak the written word, so that sentences and paragraphs can be transferred from text into natural-sounding speech. The 3-D talking

head mimics the shapes of people's mouths as they talk. Researchers say the combination of speech and vision with moving images enriches the exchange of information, with applications in the virtual reality and the next generation of videoconferencing. Looking ahead, they say "we should expect to talk to computers and for them to reply. Humans naturally interact with people, not keyboards".

### DIGITAL VIDEO DISCS

## IBM expects rapid market growth

Continued from page 8

and the shortage of software, means sales of DVD drives will be slow for the first year - "but, because you can play all existing CDs on the new drives, once the price drops, there will be rapid take-off".

IBM expects the market to grow rapidly in 1998 and 1999, and for DVDs to overtake CDs by the year 2000.

Mr Taylor also predicts a big market for upgrading CD Rom drives to DVD drives on existing computers. He suggests that because of the large amount of data that must be stored from the DVD to the hard disc only personal computers with an Intel Pentium 133MHz chip, or equivalent, would be able

to take advantage of DVD. The high quality of DVD technology is expected to finish off the VHS video format for playing movies at home, but what sort of computer applications will it stimulate?

"Initially, the best applications will be in reference products, such as encyclopaedias," says Mr Taylor. The format will be very important to games producers - "the first irresistible game will trigger a lot of market growth".

Mr Kazandjian suggests that DVD will provide a turbo charge for multimedia applications because it will vastly enhance the quality and quantity of graphics - "for example, rather than

flight simulators being based on cartoons, they could be full-motion video, and the same scene could be shown from different angles".

A number of companies are considering putting their software on DVD, says Mr Taylor. IBM is talking to several suppliers about publishing on the format, but he says the talks have not gone very far and there are no formal relationships.

The DVD-Rom can only be used to store data. But within the year, the media will also be available in DVD-Recordable which can be recorded once for archiving, and DVD-Ram (Random Access Memory), which is rewritable.

The standard for rewrite

ble DVD is not yet agreed, but Mr Taylor says all the leading electronics companies are working on DVD-Ram disc drives. In January this year, the chief executive of Toshiba, Taisei Nishimura said his company would launch a DVD-Ram terminal by the end of 1997, even if the DVD consortium fails to reach agreement on a single technical standard.

"Once DVD-Rom is established, it will give the market the confidence to go to the next stage," says Mr Kazandjian. "Imagine what you will be able to do once the rewritable DVD is available: you would be able to download movies over the telephone."

## Show us

Customer interview that most companies use only about ten percent

of their data. That's because you have to sift through it proactively, knowing exactly what

you're looking for. But what if you had an opportunity

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tenths of your current database (whether your system is

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Power-shuffling device  
for electronic commerce  
systems is not  
the best way to  
keep costs down

By Steve Lohr  
Technology reporter  
for The Times  
of London

London, March 5—  
A new computer system  
that can move data  
between different  
computer networks  
is being heralded as  
a breakthrough in  
the field of electronic  
commerce.

But some analysts  
say the system, called  
the UNN, is not the  
best way to keep costs  
down.

UNN stands for  
Universal Network  
Node, and it is  
designed to let  
businesses connect  
their computer  
systems to the  
Internet and other  
computer networks.

It is being developed  
by Sun Microsystems  
of Mountain View,  
Calif., and it is  
expected to be  
available in the  
second half of this  
year.

UNN is being  
marketed as a  
way to reduce  
the cost of  
connecting  
businesses to  
the Internet and  
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## Global companies consider Sun's network computing service and support a strategic advantage.

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NEW WEB APPLICATIONS • By Geoffrey Nairn

The World Wide Web has spread like wild fire through the software industry, sweeping away existing technologies and creating big opportunities for those players who can adapt quickest to the Web era.

Today, there are few software companies not working on "Web-enabled" products - and the Web has created whole new software categories: Web servers, browsers, tools and "plug-ins".

"The Internet has once and for all changed the focus of IT," says Peter Page, a director of Siemens-Nixdorf Informationssysteme, Europe's largest IT company. SNI believes intranets will soon run all of a company's IT applications with Web browsers becoming the standard interface for corporate users.

Yet, two years ago, few companies had heard the term "intranet" and the Internet was mainly for academics and pioneers. The Web has caught many established software companies off-guard. Lotus, for example, had to abandon proprietary technology and plans.

## TELEMEDICINE

## Diagnostic services via the Internet

Continued from page 11:

has widened the potential market for other areas of telemedicine, such as telediagnosis. Traditionally, hospitals wanting to handle X-rays in digital form have had to buy proprietary Picture Archiving and Communications Systems (PACS). These require dedicated viewing stations, costly optical juke boxes to store the images, and broadband networks to transmit them.

AT&T Healthcare, a UK division of the US telephone company, used to sell proprietary PACS systems costing more than £1m. "We decided to move towards lower-cost products based on standard hardware and software components," says Ray Heath, business development manager at the company. Last month AT&T Healthcare demonstrated a PACS system.

## Web opens the way to virtual worlds

Software companies are pioneering futuristic web applications that combine sound and three-dimensional pictures to bring virtual reality for the first time to millions of users of the World Wide Web.

Microsoft has a unique position," says Melissa Bane, an analyst with the Yankee Group, a US research company.

Novell, a competitor, did the same with its GroupWise product, which from next month will work with the latest Web technologies, such as Java applets.

Even the world's largest software company, Microsoft, was initially slow to grasp the Internet's importance, but it has quickly made up the lost time. Competitors fear Microsoft will dominate Web software as successfully as it has done with PC operating systems and office automation software.

By the end of 1997, Microsoft will rebuild its Notes groupware product to work on the Internet and corporate intranets.

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## The digital future

GOVERNMENT SERVICES • By Alasdair Barron

## Pilot projects provide electronic information

New delivery systems offer substantial savings compared to paper-based information

The UK government's vision of user-friendly government services to be delivered direct to citizens in their homes and public places is set out in the recent Green Paper, entitled "government direct".

The technology now exists to bring government to the people, giving them access at a time and place convenient to them," says Roger Freeman, public service minister.

With the benefit of private and public links, the UK government will be accessible to businesses and to members of the public, 24 hours a day, seven days a week, with instant responses in many cases.

"We believe that many people will prefer to use these systems, rather than paper, and that it will be possible to offer secure access to government so that people can check their private information in the same way that balances can be checked at a cash machine," he says.

INFORMATION MANAGEMENT • By John Kavanagh

## New IT qualifications launched

A master's award for senior IT staff is now implemented

The UK's National Health Service (NHS) is aiming to create a new IT and end-user profession by setting up qualifications in a discipline which it has identified as information management and technology (IM&T).

The NHS says there are more than 5,000 candidates in a wide spread of jobs, from IT to statistics. Those promoting the qualifications believe the impact will range from more successful IT projects to higher efficiency in the management and use of information.

It is also expected that holding the qualifications could eventually influence promotion decisions, although this will depend on the numbers taking them up - which depends in turn on financial pressures and whether individuals might be prepared to fund this aspect of their own career development.

The qualifications were launched in November 1995 as the Professional Diploma and Advanced Professional Diploma. A master's award for the most senior staff is now going through trials and a certificate is being considered for junior people. In addition, people in other disciplines who need some of the skills can take one or more of the six modules which make up the full qualifications.

The modules are IM&T in health care; IM&T strategy and change management; information management, including research and anal-

ysis; information systems, especially system development and identifying benefits of proposed applications; IT and how to specify, procure, introduce, manage and evaluate it; personal, professional and management skills; and an integration module which brings all the others together.

We have specialists in IT, statistics, libraries and so on, but they need to understand both the information issues and the systems so that we can get information used efficiently," says Ms Judith Le Maistre, a statistician turned IT project leader in the NHS Executive, West Midlands, and the outgoing chair of the Association for IM&T in the NHS.

IT people, for example, have a reputation of being isolated and not appreciating business needs. The professional awards address such issues."

## Viewpoint

Dr Keith Boardman agrees. He is network services director at Walsgrave Hospital in Coventry and encourages his staff to consider the qualifications.

"IT projects are not always as successful as they should be," he says. "Part of the reason is that we've not had the right people making the right decisions."

Across the NHS there are disciplines with their own qualifications - doctors, pharmacists, accountants - but this is not so in IT or information management. There is no well-defined career structure in IM&T; people tend to have drifted in from other backgrounds, so IM&T has not been identified as a profession. The new

awards can put this right by raising the professionalism of IM&T staff."

Judith Le Maistre believes the qualifications are also important for the way they combine both academic standards and the measurement of a person's ability to apply their learning to practical work.

Indeed, the qualifications are awarded on an individual's portfolio of work, although the new master's award demands "a significant original piece of work which contributes to the body of knowledge in the candidate's specialist area of IM&T".

"All the qualifications count as credits towards degrees, so people can get academic credits based on a portfolio of practical work and experience alone," says Ms Le Maistre.

However, take-up has got off to a slow start, for various reasons. An internal trial in 1995-96 involved 35 candidates ranging from IT managers to nurses and doctors who had become project leaders and auditors. But in the first year of live operation only 16 people have started.

This is put down largely to the fact that staff enthusiasm waned because there were no organisations signed up to provide the training. Two colleges went live only last summer, six months after the launch, two others are now finalising arrangements and two others are submitting applications.

Cost is a significant issue in all health services facing constant financial pressures as medical progress increases expectations and demands for health care. Taking all six modules to achieve a diploma costs £1,800-£2,000 over two years, including two to three days at a college for each module.

Financial pressures always affect training," says Dr Boardman. "However, we might expect individual candidates to contribute to the cost of their own development. In other professions, people pay to get qualifications, and people also fund their own part-time higher degrees. This also benefits them by underlining their commitment."

## Leadership

He feels that more leadership is needed from senior managers and human resources managers, who already encourage people to work towards recognised qualifications in more established disciplines. He thinks the new master's award could help here by attracting more senior staff to get qualified and set an example.

The slow start means there is a long way to go before career progression will depend on holding a diploma, but the Association for IM&T in the NHS hopes the qualifications will become accepted to this extent.

"Having a qualification says something about an individual," Dr Boardman says. "In 5-10 years' time, employers will seek out people holding the diplomas."

Judith Le Maistre has similar hopes: "Qualifications are a requirement for promotion in other health service disciplines, but this takes time," she says. "Other professional bodies have been around for decades, so it's very early days yet."

TELEMEDICINE • By Geoffrey Nairn

## Specialist treatment for remote patients

The Internet is starting to deliver the benefits of telemedicine at affordable costs

from specialist is no longer an obstacle and the latter's scarce time can be used more efficiently.

In recent years, a host of distinct disciplines have emerged in the field of telemedicine, such as telepathology or telediagnosis but telemedicine has not been taken off because of the high cost of equipment and the limited availability of broadband networks needed to carry the high resolution images.

Telemedicine is more demanding than other multimedia network applications, such as videoconferencing. For many applications, the image that the consultant sees on the remote monitor must be the same as if he or she were physically present and that requires lots of bandwidth.

"You need a 2 megabit-second line to do remote ultrasound diagnostics properly," says Tim White, a consultant with the Centre for Industrial and Medical Informatics in Nottingham, UK. CIMI, set up by the local university, has developed a remote ultrasound system for obstetrics. Around 10 per cent of pregnancies show anomalies in their foetal ultrasound images, though usually worries are groundless.

The CIMI system allows such images to be quickly referred to a remote specialist for a second opinion. It is based on pioneering work in Australia where the nearest consultant obstetrician may be several hundred miles from the worried expectant mother.

The system is interactive and an audio link allows the consultant to guide the technician operating the scanner. It uses Digital Equipment Alpha workstations and a combination of Ethernet and fibre optic

links to connect the workstations to the scanner of a local hospital, located on the same campus.

In Australia, a similar system has been used over longer distances and the 2Mbps bandwidth has been achieved by linking together up to 16 ISDN telephone lines.

Mr White admits the heavy bandwidth requirement limits the commercial development of the system. CIMI has looked at using the Internet, but Net-based video cannot yet offer the full-size moving images required for the ultrasound application, he claims.

Internet technologies are developing fast, however, and US firm Perception Ultrasound recently unveiled a Net-based ultrasound image transfer system.

The arrival of the Internet

## Wednesdays to watch

To enter the competition, readers simply need to answer 12 questions. The first four questions appear below.

The next four questions will appear on Wednesday, March 19 in the new FT Telecoms Review (see details on page seven), to be published with the FT on that day. The final four questions will appear on Wednesday April 2 in the monthly FT-IT Review.

## Here are the first four questions

1. A corporate way of saying 'computer communication compatibility'
2. A shower-proof Challenge port?
3. This Challenge boat could be mistaken for a sea dog
4. Pioneering explorer who gave his name to South American straits

The first letters of the answers from the three sets of questions will combine to spell out the phrase, '3Com Networks'.

The next set of four questions will appear with the FT Telecoms Review (FT-TC) on Wednesday, March 19, followed by the third and final set of questions in the FT Review of Information Technology (FT-IT) on Wednesday, April 2.

Keep your answers handy until you have answered all 12 questions: we will let you know where to send them on April 2, when the last set of four questions appear with the FT-IT Review.

3Com  
Networks That Go the Distance

BT Global Challenge

Jazzie Radcliffe

FT-IT 11

NEWS AND VIEWS • By Stephen McGookin

## Virtual newsroom for industry events

Jazz fan Graeme Radcliffe is far from blue at the moment

In an environment where "revolutionary" developments are announced about twice a day and three times on Fridays, his baby NEWSdesk - is nothing less than an application that has fundamentally altered the way journalists access information and how client companies use the resulting data to more effectively plan their campaigns.

Launched in November 1993, NEWSdesk has grown out of Radcliffe's International Press Marketing Group (IPMG), originally a 26,000-source technology database company, to an Internet-based business with a turnover of around £2m.

NEWSdesk is a "pull-based" news service, where journalists and analysts can either request specific press releases via e-mail from a list of headlines that can be tailored to their specific needs, or can access the release directly at the NEWSdesk web site ([www.newsdesk.com](http://www.newsdesk.com)).

After winning the DTT's Innovation Award in 1994, NEWSdesk was invited by the Smithsonian Institution in Washington DC to be part of the permanent research collection on innovative information technology, something of which Radcliffe is particularly proud.

The service currently has in excess of 5,000 users among journalists and industry analysts, as well as more than 500 client companies posting their latest news releases through the site.

The latest version of the interface, NEWSdesk 3, launched in the first week of March, incorporates developments such as Vivo video-stream technology to allow clip sampling and is, Radcliffe says, more intuitive from the point of view of the end-user.

At the same time, it arms PR managers from client companies with a highly useful tool for monitoring the effectiveness of specific campaigns because of sophisticated end-user profiling.

Some clients request digests of activity each week," he says, emphasising the extent to which the product allows public relations consultants to compile a database of contacts, track their interest in specific stories and thus be more proactive in how they plan campaigns and allocate publicity resources.

As a way of meeting what Radcliffe calls "the challenge of critical mass" when dealing with a product that can be replicated worldwide, his company has reached agreements with key players such as Reuters globally, Business Wire in the US and Systems Group to cover the growing South African market.

Upcoming plans include the rolling out of the service into the automotive, healthcare and personal finance sectors.

"We're working in an area where once every 12 months you have to re-invent yourself," says Radcliffe, who sets himself annual goals as a mechanism for charting



Innovator: Graeme Radcliffe, chairman of NEWSdesk with his company's ComputerWorld Smithsonian Award

his company's development. He says that a year from now, he sees the company moving towards flotation on the back of an expansion both in the US and particularly in Asia - through collaboration agreements and developing what he calls a "national partner network," which would allow a greater degree of localised input.

The company is also working closely with trade show organiser Mecklermedia to apply the "virtual newsroom" to industry events. Their reach covered 26 shows during 1995, and Radcliffe expects to double that this year.

As might be expected from a man who is passionate about new technology, he also wants to see a broader debate about the role of society and civic education in the networked world.

He envisages the birth of a "digital think tank" which would involve the input of people both from the community and government, although he stresses that for the debate to be effective and meaningful, the project has to be approached on a non-partisan, apolitical basis.

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"We're working in an area where once every 12 months you have to re-invent yourself," says Radcliffe, who sets himself annual goals as a mechanism for charting

■ New competition in association with 3Com, the computer networking company

## Your chance to join the Boston FT Party

A memorable prize trip to Boston, Massachusetts, in June

A seven-day trip for two to Boston in the US, with excellent hotel accommodation, spending money - and a yacht trip - forms the prize package being offered to FT readers in a new competition launched today in association with 3Com, the computer networking company.

Boston, in early June, will be the scene of big celebrations as the latest port-of-call for the BT Global Challenge yacht race as the vessels arrive after weeks in in hospitable conditions on the high seas.

The winner of the Boston FT Party competition - plus his or her guest - will have a chance to meet the yacht crews and make a four-hour trip on the 3Com yacht.

The prize-winner and guest will fly to Boston on June 24 and return on June 30, having spent seven days (six nights) relaxing in Boston.

The winner and guest will be met by FT journalist Richard Donkin, one of many people drawn from all walks of life who have taken part in the Global Challenge. He recently spent 43 often stormy days sailing from Rio de Janeiro in Brazil to Wellington in New Zealand as a crewman on the 3Com yacht.



## Here are the first four questions

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Continued on next page

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## The digital future – World Wide Web software

FT - IT 13

PUSH TECHNOLOGY • By Geoffrey Nairn

## Turning the Net on its head

Web broadcasting, as 'push' technology is also known, could dramatically change the way publishers and advertisers look at the Internet

**C**annes, in southern France, has hosted the ambitions of many young stars. Last month it was the turn of US software house Intermind, which was at Cannes' Milla trade fair to convince Europe's multimedia publishers of the benefits of its 'push' technology – one of the hottest topics in Internet publishing today.

Push technology turns the Internet on its head to address a frequent complaint of Net neophytes – "too much information". Instead of people having to search the Web for the information they require, push technology allows a publisher to pump tailored content direct to their desktops.

Intermind is one of a dozen companies fighting for prominence in the push technology industry. Analysts say the real battle will commence in the coming months when Netscape and Microsoft release their first push products.

"It is a crowded, cut-throat market and suppliers have got to move very quickly," says Melissa Bane, an analyst with the Yankee Group.

Web broadcasting, as push

technology is also known, could dramatically change the way publishers and advertisers look at the Internet, which today suffers from poor marketing and a lack of customer knowledge.

"Publishers are looking to be more proactive in reaching their audience on the Internet," says Jerome Pache, director of business development at Intermind. The company has 150 content-providers and, at Milla, announced a clutch of new deals with European companies including Kinnevik, the Scandinavian media concern; Internet2000, a German Internet distributor; and Centrum Systemow Teleinformatycznych, the Polish state telephone company.

"Intermind's technology will have profound implications on business applications," says Axel Schultze, president of Internet2000, which will use the Intermind Communicator technology to keep in touch with its 100 resellers throughout central Europe.

News junkies can subscribe to different news "channels", private investors can receive share prices, delivered to their desktop, while corporations can push memos and software updates to their employees over an intranet.

The first and best-known push vendor is PointCast, which launched its product 12 months ago. The

PointCast Network allows "viewers" to receive channels of news, sports and other information contributed by 45 heavyweight media companies, such as Reuters, CNN and MSNBC.

reformats it to fit its proprietary screen display and then pumps out 200m stories a day to its viewers. The company also collects "viewing figures" for the publishers using the demographic data users supply when they first run the software.

All the channels are free and the company makes its money by selling \$50,000 adverts displayed in the corner of each screen.

Microsoft will use PointCast technology in its forthcoming Active Desktop software. This combines the Windows 95 operating system and Internet Explorer browser in a single product.

Analysts see the Microsoft deal as a two-edged sword. PointCast gets a much bigger potential market as every new PC will come with Active Desktop and a channel button to select the PointCast Network. But Microsoft will include other channel buttons on the Active Desktop – one likely candidate is MSNBC. This allows publishers to bypass PointCast and broadcast direct to any PC from their own web site.

The newer push vendors, such as Marimba and BackWeb, have adopted a direct delivery model. They charge publishers for the

transmitter software that has to be installed on their web servers, while the "receiver" software is given away for free.

New software tools are being developed to make it easier to create channels for Active Desktop and Constellation, the forthcoming push product from Netscape, which is based on Marimba's technology.

Analysts believe that many publishers will prefer to create their own channels, as this gives them exclusive control over content, advertising and brand identity.

PointCast says do-it-yourself web broadcasting is technology-intensive and cannot

provide publishers with the detailed "viewer" figures

that its proprietary software collects each month.

It's very difficult using web servers to really know how many people see the information," says Andreas Gurias, PointCast's director of product development.

Intermind claims to offer the best of both worlds. Publishers have complete control and broadcast from their own site, while the Intermind software installed on users' PCs collects statistics that are periodically forwarded to Intermind's own web site.

Intermind aggregates this information – the system has been independently audited for privacy protection – and provides publishers with detailed data on viewers' interests. It charges publishers \$20 to \$200 a month for this data.

Analysts believe PointCast has been successful because it was first push vendor and attracted the biggest media names. But its proprietary technology and advertising-based business model look increasingly vulnerable as direct-delivery technologies proliferate.

PointCast is now looking at introducing subscription-based premium channels to share up revenues if advertising drops. But news junkies can sleep soundly for PointCast will not abandon its free channels.

"Anything that is free today will always be free," says Mr Gurias.

ROGER BEALE

ONLINE SHOPPING • By Geoffrey Wheelwright

## Experiments in retailing

The biggest sales potential is for products that can be delivered and paid for digitally, such as software, movies and music

**W**hat would you be prepared to buy online? That's the big question facing the world's retailers as they struggle to find – through a massive, global trial-and-error experiment – exactly what goods and services customers are prepared to accept via orders placed on the World Wide Web.

There are two very different kinds of purchases that can be made online – and each represents a different kind of buyer. The first kind

## WEB SOFTWARE

## Virtual 3-D worlds

From facing page:

audio, video, animation and three-dimensional images to be combined in Web broadcasts.

Internet telephony and Web-based videoconferencing are two more examples of how small software companies are pioneering new Web applications. Both could become standard facilities in future Web browsers, but today they suffer from immature standards and the slow speed of many Internet connections.

"The bandwidth problem is not going to get better very quickly," admits John McKee, a Silicon Graphics marketing director.

The US company wants to take the Web into a new era in which users can enter virtual worlds inside Web sites. Various VR technologies have been tried on the Web, but they were incompatible and required users to download special "plug-ins".

of purchase simply uses the Web and Internet-based electronic mail as a replacement for old-fashioned catalogue shopping. This kind of purchase has much more in common with television's Home Shopping Channel and the hundreds of telephone-based catalog shopping operations around the world than it does with true electronic commerce.

Quite often, the only electronic component to this kind of purchase lies in the finding of the goods you want to buy on a Web catalogue page – and then sending your order for those goods via electronic mail or even by conventional telephone, using a number advertised on the Web page. In such a scenario, goods are typically delivered via a courier service.

Technically, there really is nothing very clever about this kind 'Web-based shopping' – except that it saves the retailer the cost of producing, printing and mailing a print-based catalogue. In the case of orders that are accepted via electronic mail (or submitted directly to the supplier from the Web site via a commerce database), there is a further saving for the retailer on staff who would typically be part of a telesales operation.

This could produce lower prices – and therefore a moderately compelling reason for people to consider buying goods in this way. It is likely, however, that only commodity goods that do not have a 'touch and feel' qual-

ity associated with their purchase (such as, for example, when buying paper clips, photocopying paper and other basic supplies). In addition, there are also a number of 'human intangibles' that play a role in the success of such online sales, although they are little different from those at work in the areas of catalogue and TV shopping.

Using modern computers and high-speed modems, many of these items are already available free as Internet product "samples" – short movie clips, sound files containing a few bars of popular song and abbreviated online versions of popular publications.

The biggest push, of course, comes from software vendors who can deliver their product completely over the Internet, provided customers are confident in using whatever online commerce system the software vendor has selected for payment of the product.

For now, the system is largely being proved by software products that are offered for free, such as the trial versions of the Navigator Web browser, offered by Netscape, and the free Internet Explorer browser offered by Microsoft – although many vendors are just starting to move into the area of selling software via the Web.

All of this will only be successful, however, if users are happy to buy via the Internet – and that depends a great deal on how confident they are about its security.

## MUSIC IN CYBERSPACE • By Geoffrey Wheelwright

## Listeners can try before they buy on the Web

The record store 'listening post' has moved to the Web

**M**usic lovers who remember quiet moments of musical discovery in the record stores of yesteryear will perhaps be comforted that today's Internet "listening posts" on the World Wide Web are aimed at exactly the same objective: selling more music.

Today, most of the music being sold is delivered on compact discs or cassettes – but in the bold, new world of cyberspace it is quite possible to "try before you buy". All the big record companies – including Warner Brothers, Sony Music and Arista Records – operate their own World Wide Web

sites and allow potential buyers to listen, free of charge, to samples of their artists' work.

For example, on a recent day last month, you could set your World Wide Web browser to the "jukebox" at Warner Brothers music (<http://www.wbr.com/jukebox/>) and have your choice of listening to the sounds of American pop music star Madonna singing 'Don't Cry For Me, Argentina' (from the Evita movie soundtrack), Tom Petty's 'Change The Locks', REM's 'Electrolite', and five others.

Meanwhile, popular Internet audio site AudioNet acts as the host page for tracks from artists with Arista Records and dozens of other smaller record labels – and in all cases, these are being provided as "streamed" audio, which begins playing immediately and does not require listeners to wait until a complete sound-file has been downloaded – it merely plays 'bits' of the sound file as they arrive over the Internet connections.

In most instances, the full version of a given song is played when it is requested at these various record company "cyberspace listening posts" – giving music fans a chance to hear popular songs (often in full stereo) without having to buy any records.

## Contrast

The sound quality over the Internet (particularly during peak times when a song may stop and start a few times as its associated sound file is being "streamed" to your PC) is nowhere as good as users get on the average CD player.

Soon, however, it will be – and when that time comes, it is not out of the question to think of music being sold and delivered entirely in digital form over the Internet – with users able to decide for themselves where they want to store that song (on a hard disk, rewritable CD-ROM, DVD disc or other storage device).

For now, the Internet serves as a great way for record companies to offer a taste of the latest products from all of their artists – without worrying about it being filtered through the "play list" of a radio station. CDs can be purchased via dozens of record companies that offer the electronic equivalent of catalogue shopping, but it is hard to say whether people will find much appeal in the idea of buying a CD through a Web page and then having to wait

a few days until it is delivered before you actually get to hear it.

Unless there were huge savings over the cost of buying the CD in a shop, it would seem unlikely that this would have much appeal – particularly when "real-world" record shops are going out of their way to draw buyers in. Consider, for example, last year's opening of the first East Coast US Virgin Megastore in New York City's Times Square.

## 150,000 titles

Encompassing 75,000 sq ft of "designer" retail space on three levels, and located in the Bertelsmann Building (1540 Broadway between 45th and 46th streets), Virgin Megastore Times Square is claimed to be the largest music and entertainment store in the

world. A \$15m project, Virgin Megastore includes more than 150,000 music titles on CD and cassette in 40 categories of music, a 12,000 sq ft classical music section, featuring a concert piano and stage – and 1,000 listening stations and 100 video/laser viewing stations.

In addition, the Megastore has a "new media" area featuring multimedia demonstration stations, a broad selection of computer games and educational software and a books section.

It is clear from efforts such as this that the "record stores" of tomorrow will most likely succeed because they add a lot more to the experience of buying a CD than merely the chance to get it quickly and cheaply – although the Web could provide stiff competition for those that do.

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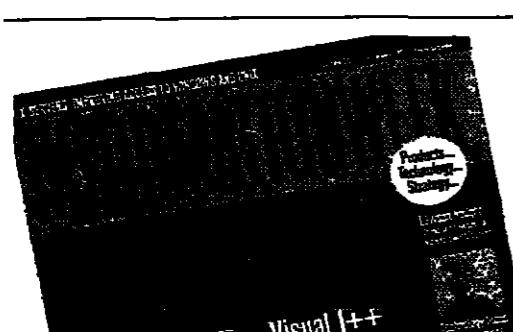
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'IT RELIEF' PROJECT • the UK's IT industry unites to raise money for worthy causes

IT Relief, the IT industry's fund-raising initiative for Comic Relief, the charity that is linked with the national Red Nose Day in the UK, is now well on its way to raising £100,000, as sales continue to pour in for the Grand IT Relief Ball on Friday, March 14.

The challenge to raise £100,000 was made to the industry by the famous comedy duo Mel Smith and Griff Rhys Jones last June to John Cumming, managing director of OST (UK). The project was subsequently launched at the Networks '96 show.

## Success

Ten months later, this 'mission impossible' has become a reality, thanks to the hard work and extraordinary persuasive powers of a small, dedicated team of industry figures.

March 14, which coincides with Comic Relief's Red Nose Day, will see the culmination of the IT Relief initiative when a host of IT companies will gather at a Grand Charity Ball, at London's Royal Lancaster Hotel, to celebrate the campaign's success.

"The enthusiasm and generosity of companies and individuals within the IT industry has been overwhelming," says Bob Jones, chairman of the IT Relief steering committee.

"To celebrate our achievements, we're planning a special night of entertainment and laughter which is open to all IT companies. So if you haven't yet booked a table, you should do so quickly – call the hoteliers before it's too late."

Among the most recent companies reserving tables are IBM, Lotus and Cisco, thus swelling the funds to within a whisker of the £100,000 target.

Another boost came from the specialist audio-visual and

## Edging towards the target of £100,000



Countdown to the big event: Birgitta Rönn, marketing and communications manager at Newbridge Networks; Barry Watts, European business development manager at Livingston Rental; and Flora Gallagher, reseller partner, programme manager at Sun Microsystems

production company, ATS Technik, which will supply equipment for the ball at high discount.

These developments provide a timely boost to everyone involved with the initiative," says Birgitta Rönn, marketing communications manager at Newbridge Networks.

"The IT Relief Ball has quickly become an industry-wide event, thanks to the unbelievable response from companies up and down the country."

Last month, the IT Relief steering committee led by

example and descended on the offices of Multimedia PRIM in Chelstow for a teleseas day, encouraging the industry to book more tables for the big event.

The sales team included Bob Jones (3Com), John Cumming (Newbridge), Barry Watts (Livingston Rentals), Fiona Gallagher (Sun), Nick Morse (Acotec), Simon Larer (Financial Times) and Barrie Desmond (Multimedia PRIM).

Bob Jones, chairman of the steering committee, enthused: "It was great to get back to my roots in a dynamic sales environment. It is important that we show our commitment to this cause in an effort to get others involved."

Top salesman of the day was a close call, with Simon Larer just edging it from Barry Watts. Fifty tables have been reserved so far: 10 are still available at £1,500.

■ To reserve a table on Red Nose Day, March 14, call the IT Relief hotline: 0845 070 0800 or Multimedia PRIM on 01291 626 200. ■ More information is available on the IT Relief web site at: [www.it-relief.org.uk](http://www.it-relief.org.uk)

## Companies that care

Among the companies which have so far have pledged their support to IT Relief by reserving tables at the Grand Charity Ball on Friday, March 14, are: 3Com, Advanced Computer Communications, Ascend, Azan, Bay Networks, Black Box, Cisco, CrossComm, Data Connectivity, Eicon, Elomex, EMAP, Energis, Fenwick Business Communications, Financial Times, Gandal, Gome, IBM, Information Week, Just Media, Livingston, Logical, Lotus, Miller Freeman, Mindshare, Multimedia PRIM, NetEvents/CTC, Europe, Newbridge Networks, Oast, Royal Blue Technologies, Securicor 3Net, Silversands, Computers, Smith & Jones Communications, Sun Microsystems, Sonic Old Boys, Teamworks, US Robotics.



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POLITICS ON THE INTERNET • By George Black

## The road to digital democracy

The US still leads the way in putting politics on the Internet, but UK politicians, too, see it increasingly as a key channel of communication

The Internet is rapidly becoming a primary channel of communication for political activity around the world. Governments, too, are increasingly using the Internet to distribute information.

In the UK, the forthcoming General Election is the country's first in which the Internet is playing a significant part.

If the US experience in its presidential election last year is anything to go by, the Net helped to change the nature of the campaign for both politicians and public.

The US media set up a few very large election sites with thousands of pages of information — much more detailed than could be obtained through their newspapers and television and radio stations.

There were also masses of smaller sites dealing with virtually every aspect of politics and catering for a much wider range of opinions than older-established media.

Around 8 per cent of the US population consulted these sites to try to gain a better understanding of key issues — and to air their personal views.

Broadcaster CBS News says that its web site won it a new and younger audience. Politicians used the Internet

not only to try to win votes, but also, successfully, for fund-raising.

In the US, Oregon-based 'Project Vote Smart', an impartial and electronic way of lifting the lid on the often confusing world of politics, was set up five years ago by the Center for National Independence.

Meanwhile, the Labour Party ([www.labour.org.uk](http://www.labour.org.uk)) describes itself as 'a voter's self-defense system' and provides details of the voting records of members of congress, as well as outlining their positions on major issues.

In the UK, the uses of the Internet may differ, but the new medium will certainly also change the way things are done. Newspapers and media organisations are setting up election web sites while political parties have also added the Internet to the communications channels which they consider essential.

Up to now UK politicians — unlike their counterparts in the US — have been relatively slow to adopt the new communications medium. Fewer than forty even have e-mail addresses, but the 1997 election could well persuade many UK candidates to change their attitudes, as the Internet offers them a

highly responsive means of judging public opinion.

Conservative Central Office is helping its party candidates and constituency associations to set up web pages and publish press releases. It has been campaigning on its own site, ([www.conservative-party.org.uk](http://www.conservative-party.org.uk)), co-ordinating its presentations there with posters and multimedia techniques which it sees as more powerful than plain text.

Meanwhile, the Labour Party ([www.labour.org.uk](http://www.labour.org.uk)) says it plans to update its Internet site at least daily during the election campaign with the latest campaign information and details of the day's events.

It got off to a bad start when security on its Internet site was breached by a hacker who embarrassingly re-wrote bits of the party's agenda, but a Labour spokesperson says that problem was quickly fixed — and there would be no repetition.

New Labour hopes its site will enable it to reach young voters who might not be responsive to other media. But the Internet is not the only — or necessarily the best way — to reach young people, the party says. It is also using CD-Roms carrying its manifesto pledges, copies of which have been distributed free to schools and youth organisations. It claims to have been the only UK party to have used this approach.

Online Magic have put together an excellent election overview site ([www.electo.org.uk](http://www.electo.org.uk)), with links to the web sites of all the parties, including the Monster Raving Loony Party ([www.raving-loony.org.uk](http://www.raving-loony.org.uk)), while a politicians' forum on the Internet was recently launched by UK Citizens Online Democracy, a non-profit organisation backed by the Joseph Rowntree Charitable Trust, which aims to promote public participation in government.

The Liberal Democrats ([www.libdems.org.uk](http://www.libdems.org.uk)) say the Internet will be a key channel for them as the network's users are mostly the young and professional people who are their prime target.

Its web site designer, former party speechwriter, Mr Charles Cohen, of Thought Interactive, says the party will be putting up new pages for the election.

The site will enable people to find out about their local candidates simply by inputting their post code and it will encourage them to contact their local Liberal Democrat candidate by e-mail.

All Lib Dem MPs are on e-mail, the party leader, Mr Paddy Ashdown, who is 'keen on all things technological', claims to have replied to all his e-mails personally — so far.

### New forum

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In other countries, however, governments are less concerned with encouraging electronic debate than attempting to exercise some degree of control over the Internet's anarchic and unregulated nature.

Singapore, for example, introduced new rules last summer which it said were aimed at protecting the national interest and shielding children from objection-

able material. Internet operators were required to register with the state broadcasting authority, a government body, while any organisation putting locally-produced religious or political material on the web would require government approval.

However, the use of the Internet as a channel for dialogue is limited by the extent to which politicians are willing to participate — and, in particular, to reply to electronic mail messages.

Labour MP Anne Campbell, whose Cambridge constituency is one of the country's most technologically sophisticated, was the first British MP to conduct an online constituency survey.

"Digital democracy won't happen unless politicians learn to reply," argues Ms Kate Goldberg, an official of the US media pressure group, the Freedom Forum ([www.freedomforum.org](http://www.freedomforum.org)).

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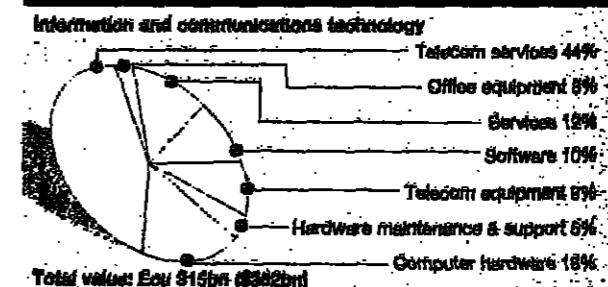
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### WORLD OF BUSINESS • By Paul Taylor

## US and Asia set the pace

The information and communications technology market is growing faster than the European economy

### Western European market



growth of 15.8 per cent in IT and 7.1 per cent in telecommunications.

Within western Europe, the German IT market remains the biggest, accounting for 26.8 per cent of the Ecu 46bn total, or 10.3 per cent increase from previous year.

In contrast, the US IT market grew by 9.8 per cent to Ecu 81.6bn (US\$32.2bn) worldwide market fell to 26.7 per cent from 30.3 per cent the previous year.

Although market growth in information and communications technology (ICT) outpaced growth of the overall economy, the 1997 EITO report notes it slowed again from previous year.

As a result, Europe's share of the Ecu 1.102bn (US\$437.8bn) worldwide market fell to 26.7 per cent from 30.3 per cent the previous year.

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Within western Europe, the German IT market remains the biggest

New directions – sorting out the business data

FT - IT 17

## Think big, act small

Attempts to reduce the cost of implementing a data warehouse system could backfire if business organisations lose sight of the basic principles

The average three-year return on investment on data warehouse architecture is 401 per cent based on an average investment of \$2.2m, according to a recent research paper from International Data Corporation, entitled *Foundations of Wisdom*.

These returns are impressive, but the high investment required is a source of significant concern. However, the biggest cost is not the hardware or the software. According to John Coveney, a director at Price Waterhouse Management Consulting, "60 per cent of the cost of a data warehouse is 'cleaning' and loading the data, predominantly from disparate mainframe systems".

The use of data warehousing has captured the business imagination in an age where use of information can bring competitive advantage, with institutions such as NatWest, the clearing bank, viewing information management as a core competency.

A data warehouse architecture consists of a separate database of subject-oriented integrated historical data, dedicated to decision-support.

In a classic architecture,

subsets of relevant data, often summarised, are transferred to separate smaller departmental "datamarts" which can be relational or multi-dimensional databases.

End-users can access these datamarts using a wide range of software tools to analyse and manipulate the data (see report below).

This facility generates competitive advantage because 80 per cent of warehouses are customer-oriented, enabling segmentation, behaviour analysis, shopping basket analysis, micromarketing, customer intimacy, mass-customisation and many more powerful marketing techniques.

Many practitioners have argued that the best approach to implementing a data warehouse is to create a small prototype, focused on solving a specific problem, at low cost to identify benefits, before implementing a full warehouse. Confusingly, these are often referred to as "datamarts," not "prototypes."

Vendors, looking to establish the concept of data warehousing, are encouraging these smaller warehouses, especially by marketing "instant warehouse" packages of software and services. However, this is

creating the very real danger that organisations are creating separate departmental data warehouses. This is cheaper than integrating data enterprise-wide, but misses the point of a data warehouse by failing to provide a single source of truth through enterprise-wide integration.

"They are offering a fragmented point solution, which relieves the symptoms, but not the cause of the illness," says Sean Kelly, founder of the Data Warehouse Network, a specialist consultancy, and author of *Data Warehousing – the route to Mass Customisation* (Wiley, ISBN 0-471-95028-3).

"It's appealing, because the real intellectual effort of data integration is enormous and unattractive. You need an enterprise framework for data integration and vendors with extensive experience of constructing data warehouses, such as SAS, IBM and NCR, to offer a such a solution."

The IDC report shows that the IDC report shows that the return on investment from an independent data warehouse or data mart is 333 per cent. Although this is much higher than a full-scale data warehouse, it is because the organisations still have to invest in more rigorous and costly data definition processes required in order to provide enterprise-wide integration of data.

In a recent evaluation of data warehouse products, this is

the market analysts, Ovum (<http://www.ovum.com>), predicted the development of a federated data warehouse architecture, consisting of ubiquitous and interconnected datamarts of manageable size.

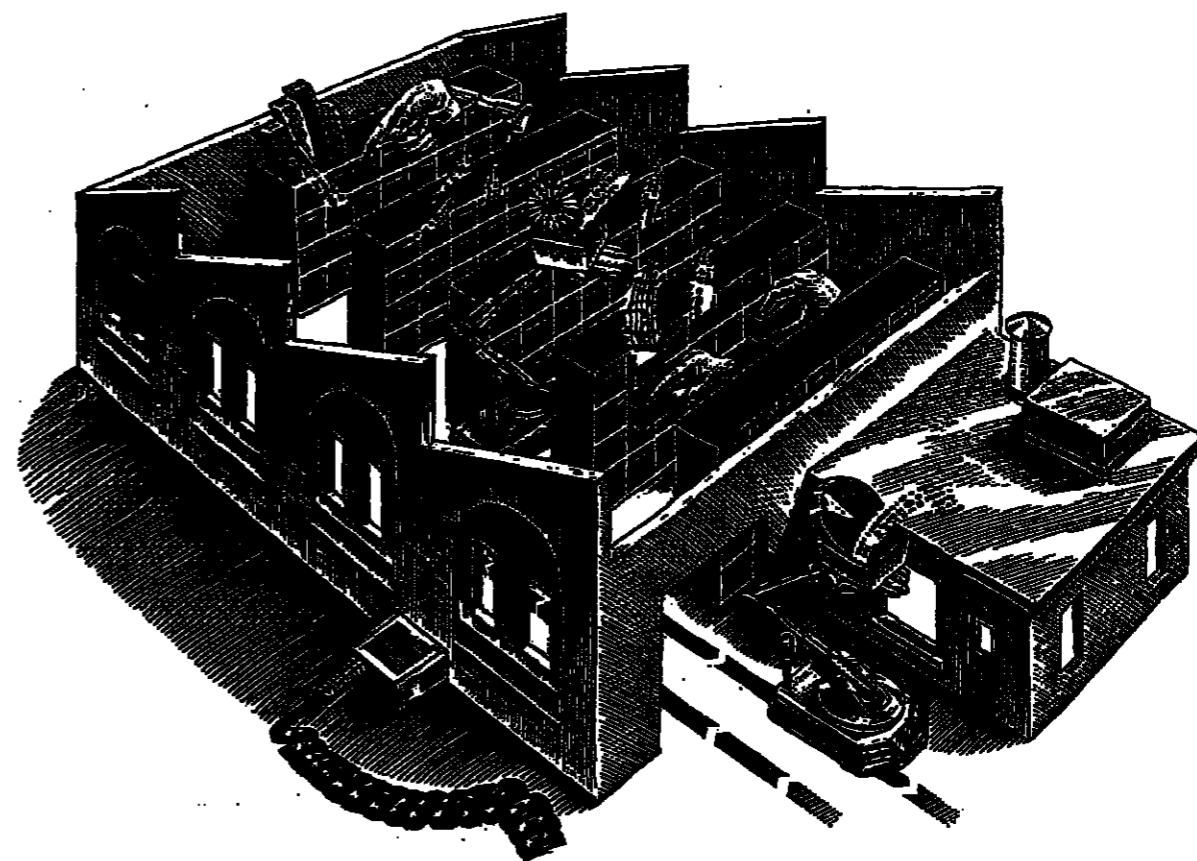
"As long as you build and define them to be mutually compatible, you can view and access them in a virtual data warehouse," says Philip Carnelli, one of the report's authors.

Another development on the horizon is the transformation of relational databases into object-relational databases, able to store a wide variety of data types. This will allow richer data types to be stored, manipulated and mined in the warehouse.

Data warehousing has evolved as a solution to disparate mainframe transaction processing systems. However, the use of integrated client/server packaged software, such as SAP, Oracle and Peoplesoft, will allow organisations to create a data warehouse for a more realistic cost.

In order to provide effective business processes, the data should already be integrated at transactional level in the operational systems, considerably reducing the cost of data cleansing and transfer.

The entry of Microsoft into the data warehouse market will give a big boost to data warehousing for medium-sized companies. Not only will they bring lower soft-



Data warehouses give details of customers' purchasing trends, opening the way for many powerful marketing techniques

ware pricing, but they are working with a number of specialist vendors to reduce the associated cost of building and maintaining a warehouse built with SQL Server, their relational database.

Hopefully, Microsoft's mass-marketing approach to data warehousing will raise much-needed awareness to the business community.

A total of 400 managers in the Times' newspapers 'Top 1,000' companies were contacted during the course of research, recently commissioned by Cognos and VMARK, two pioneering data warehouse vendors.

However, 300 were unable to respond due to lack of knowledge and 67 per cent of those who did respond, including 60 per cent of IT specialists and 75 per cent of end-users, admitted to having a relatively limited knowledge.

Interestingly, in a survey carried out in connection with the DB World event in London, 62 per cent of respondents said they had a data warehouse or are planning or considering one.

This was not a random survey, but involved 700 responses to a widely circulated questionnaire, suggest-

ing that once business people are aware of the technology, they can see benefits to their organisations.

It is important that organisations embarking on any data warehousing application have a good understanding of the fundamental concepts of data warehousing and apply them as part of an enterprise-wide information strategy.

Short-term compromises may save costs in the first instance, but could deny the organisation the full benefits of a single source of integrated, advises Mr Kelly.

If organisations take that advice, there are big returns available. Thomas Blischok, of Coopers & Lybrand Consultancy, promises clients a minimum 6:1 return on investments across all industries.

The warehouse must be used as a transformation tool to drive fundamental change towards innovation, based on knowledge, he says. "In times of intense competition and change, whilst the others are equipped to live in a world which no longer exists, it is the learners who will inherit the future."

**DATAWAREHOUSE TOOLS** By George Black

## Better ways to keep managers informed

New software provides rapid answers in ordinary business terms, not complex computer language



Sears Roebuck, the US department store chain, built a data warehouse, using NCR technology, to change its culture in the face of big structural changes in the market. Sears can now track sales by individual item and rapidly adjust its purchasing and marketing strategies to gain competitive edge

An informal survey by one of the top tools vendors indicates that organisations presently using data warehouses will treble the number of people accessing them this year to an average of around 300 per company. Some of the largest systems will soon run to many thousands of users.

At the same time, the amount of data available for these users to search in a data warehouse will quadruple to an average of around 80 gigabytes. Another vendor expects several data warehouses in the UK to rise above one terabyte this year, following the pattern of the US.

The adoption of query tools should increase proportionately. User organisations are extending licence agreements to cover more people as the software proves more popular than they had expected.

Growth in the tools market is also being stimulated by the efforts of vendors to reduce the cost of entry into data warehousing by selling cut-down "data marts".

Many companies began to use data warehouses in a small way, including a narrow area of data in one or two departments. Now more are becoming persuaded of the benefits and are apparently planning to extend greatly the use of such systems. Uptake has spread to include users in most of the departments of an organisation.

Sales and marketing departments, and product and brand managers are among those groups of people who are increasingly taking on the tools to help them do their jobs.

Today less than 20 per cent of people in most user organisations have query tools. But according to a survey by Soundview Financial Group in the US, more than 40 per cent will do so by 2000, with around a third of companies having 60 per cent or more of the staff as users.

The new access software may be described by many different names – user query tools, report writers, online analytical processing (Olap), data mining, data visualisation and others.

All of these types of software may be used to retrieve information from a data warehouse to allow managers to get more information more quickly, to get more reliable information and therefore to make better-in-

formed decisions. It should enable them to find new markets, understand customers better and become more competitive.

Earlier executive information systems (EIS) were designed to provide summary information for senior managers working on a small amount of data. They could not be adapted for a wide range of users without a lot of work by technical experts and their ability to analyse data was generally limited.

Often they could not handle ad hoc queries, so that managers might still have to wade through a dense production report from the computer department in order to find the answer required.

The latest tools should get over those problems.

The new tools are increasingly able to handle queries put to them in ordinary business language, rather than a special computer language, and to return an answer in the same sort of terms. The aim of data warehousing is that anyone who can handle a mouse and can use the Microsoft Windows interface can get meaningful information from anywhere in the company.

The value of query tools is often in saving time in data gathering, which then allows more time for the more valuable task of data analysis.

Often people can gather data which would otherwise remain obscure. In some cases these tools are having a radical impact on the business as they enable the management to get a clear overview of how it is performing, perhaps for the first time.

The French company, Business Objects, is widely regarded as the leader in this field with its product of the same name, though it is being challenged by several

others, including Cognos with its impromptu product and Software AG with Speedware's Esperant.

Business Objects spread rapidly, based on its high reputation among users, even though the company is still relatively small compared to its main competitors.

The leaders are developing wider functionality for their products to consolidate their positions and feed-off new entrants.

To get the right tool for the type of data warehouse being constructed is a matter of finding one which fits the intended number of concurrent users, the degree of complexity of queries and the volume of data.

Some products may not scale above 40 users or 50 gigabytes of data. Conversely, some may be over-elaborate for smaller systems.

There are now enough reference sites available for buyers to be able to research these issues thoroughly.

The payback should come over several years partly in the form of reduced cost of supporting users by the computer department. But as Mr Charles Nicholls, marketing director of Business Objects, says: "Most companies don't do it to save money; they do it to get better value out of their information."

Mr David Barnes, director of operations for Olap vendor, Information Advantage, points out that the benefit may be in what the users could do as a result: "If the software prevents you mailing to a large number of people who would not be interested in your product, it pays for itself in that way."

It will be interesting to track the correlation between investment in data warehousing technology and business performance. What was wanted was a system which business users

could interrogate for themselves and get an answer in minutes or hours.

Sequent held a number of workshops with senior business users to discuss the improvements in information delivery which were sought. This was followed by a 12-week prototyping programme, which demonstrated what could be achieved.

The next five months were taken up with loading data from the mainframe on to the Sequent machine and the system went live at the beginning of 1996.

The data warehouse, based at the company's headquarters in Tunbridge Wells, Kent, runs on a Sequent Symmetry server with an Oracle relational database and a Business Objects front end.

"We believed that the new system would have to be based on a client/server architecture, with a Unix machine as the server. We had no client/server or Unix skills in-house, so we had to go outside and look for them. After interviewing several, we chose Sequent as a leading Unix vendor to be our partner."

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"The key to getting the technology right is in the design of the database," says Mr Lambell. "The front-end is a small part of the design effort."

The system has been running successfully for a year and now contains 15 gigabytes of data and is growing steadily. It holds information on claims, income and customers and has so far been

used mainly by the hospital contracts division. Of the 30 current users, around half are in that department, but the take-up by other departments is growing as more people come to learn of its usefulness.

The market has attracted a number of new entrants in recent years, which increases the pressure on the company to manage its costs more efficiently.

In studying the data warehousing market, Mr Lambell says he came across many other companies which had similar problems in getting data quickly enough from old mainframe systems.

Many of them took too long in deciding what to do about it or planned over-engineered alternatives, he says.

The data warehouse cost around £1m to set up, but the company believes it has recouped that cost in more efficient operations in the first year. The IT department has added two more people to its staff, but is providing a much better quality of service to its users, Mr Lambell says.

The mainframe will be retained as it is considered a good vehicle for routine processing and as a central server.

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"A lot of companies got bogged down as a result. Energy and common sense are what is needed – not getting hung up on the technology."

**CASE STUDY: NatWest Bank** By Rod Newing

## Surprising discoveries

After performance problems with large databases, NatWest built a small-scale data warehouse at low cost – and is 'delighted' with the results



Part of NatWest's BPR exercise was to further improve the way the bank interfaces with its customers

**CASE STUDY: Focus on PPP Healthcare** By George Black

## Energy and common sense was the key

The cost of a £1m data warehouse was recouped in the first year

PP Healthcare, one of the UK's leading healthcare service providers, has cut its operating costs substantially through a data warehousing system.

In 1995 the company decided that its IBM mainframe was not capable of providing the information it needed fast enough to run the business efficiently.

"We had to have a new way of doing things, so we looked around for a technology partner to help us do it," says Mr Malcolm Lambell, director of information technology.

"We believed that the new system would have to be based on a client/server architecture, with a Unix machine as the server. We had no client/server or Unix skills in-house, so we had to go outside and look for them. After interviewing several, we chose Sequent as a leading Unix vendor to be our partner."

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## West may propose mediator in Albania

By Kevin Done and Bruce Clark in London and Karin Hope in Athens

Western governments were discussing the possibility yesterday of naming a senior international figure to mediate in Albania's mounting crisis, diplomats said.

As the Albanian authorities sought to impose order under the state of emergency declared on Sunday night, the country's armed forces were still failing to quell the weeks of unrest in the south of the country.

Armed guards patrolled the streets of Tirana on the Adriatic coast yesterday, and groups of masked men with automatic weapons were seen looting shops and homes in Saranda and nearby villages, local residents told Greek radio and television stations.

Amid mounting international concern the US said it strongly regretted Albania's imposition of the state of emergency as well as Monday's vote by parliament to re-elect President Sali Berisha.

Mr Malcolm Rifkind, British foreign secretary, called on President Berisha to involve the opposition in an effort to restore "faith" in the democratic process. He said that "stability cannot be restored by force alone."

Mr Klaus Kinkel, German foreign minister, urged that a delegation of the Organisation for Security and Co-operation in Europe should be sent to Albania.

US and European officials held intensive talks about the Albanian crisis at the Vienna headquarters of the 54-nation OSCE, which has a broad mandate to promote democracy, human rights and security.

The OSCE mediator being discussed in western capitals would have a role similar to that played in Serbia recently by Mr Felipe Gonzalez, the former Spanish prime minister who helped to persuade Presi-

dent Slobodan Milosevic to honour the results of elections. Diplomats said that an OSCE mediator could help President Sali Berisha to involve the opposition in an effort to defuse the deepening crisis and to lead to the formation of a government of national unity.

Officials in Athens voiced concern yesterday that ethnic Greeks living in southern Albania might be held responsible for continuing anarchy there and that the Berisha government might take punitive measures against them.

The southern towns of Saranda, Himara, Delvinaca and Gjirokaster, where an estimated one-third of residents are of Greek origin, were plunged into anarchy at the weekend after rioters broke into military warehouses and stole thousands of automatic weapons.

Hard decisions, Page 3  
Editorial Comment, Page 13

## Paris calls Renault chiefs to new talks on jobs cuts

By David Owen in Paris, Neil Buckley in Brussels and Haig Simonian in Geneva

Mr Franck Borotra, the French industry minister, yesterday summoned Renault for new talks on its controversial European restructuring plans, following confirmation that the loss-making French carmaker expects to cut more than 2,700 jobs in France this year.

As the row over the company's decision to close its Belgian car plant with the loss of 3,100 jobs entered its fifth day, Mr Borotra told French MPs he was asking Renault management to renew discussions on putting in place "the necessary financial means" for the company's restructuring.

The industry ministry later emphasised that the French government would not seek to intervene in exchanges between Renault - in which the French state remains the largest shareholder with 47 per cent - and the Belgian authorities. Responsibility for the

decision rested with the company's management.

Mr Borotra's remarks came as senior Renault executives said there was no chance of reversing the decision to stop making cars in Belgium. Mr Louis Schweitzer, the company's chairman, said the move was "grave and painful", but had been examined "attentively to make sure the need for it was incontestable on a strategic and economic level".

Separately, it was confirmed that Renault plans this year to use early retirement, part-time working and other measures to cut 2,784 jobs from its French operations. It shed 1,600 jobs by similar methods last year. At the end of 1996, the group's worldwide workforce was just under 140,000.

In a highly unusual move, the 20 European Commissioners are today to discuss the closure at their weekly Brussels meeting. Mr Jean-Luc Dehaene, the Belgian prime minister, wrote on Monday to Mr Jacques Santer, Commiss-

ion president, urging him to investigate whether Renault had contravened EU rules on worker consultation.

Mr Karel Van Miert, competition commissioner, has given a personal view that Renault breached two European Union directives. The Commission cannot itself take legal action, but its opinion can be cited in cases brought under EU law in national courts. The Belgian government is proceeding with plans for a legal challenge to Renault.

Workers at the Vilvoorde plant in Belgium were yesterday finalising plans for a series of demonstrations, including a day of action on Friday - when workers at Volvo, Volkswagen, Opel and Ford plants in Belgium are expected to stage simultaneous stoppages - a demonstration in Paris next week, and a mass march for jobs in Brussels on March 16.

Peugeot-Citroën stresses share value, Page 15

## Sweden's alcohol monopoly

Continued from Page 1

fully liberalising the sale of alcoholic beverages."

The government had been confident of winning the case, sparked by Mr Harry Franzen, a grocer from the south of the country, who was prosecuted for selling wine on the day Sweden entered the EU.

Mr Franzen, who has become something of a folk

hero in Sweden, said he hoped to be again selling wine in his store by the end of the year. "I congratulate all grocery store owners in Sweden, Finland, Norway and Iceland," he said.

Yesterday's opinion has to be put to the full court but it is rare for a preliminary decision to be overturned. A final verdict will take at least three months, but officials were predicting a longer delay.

building maintenance: "It is not inconceivable that systems may fail to recognise the turn of the millennium correctly and immediately schedule themselves for maintenance."

Mr Guenier said it was too late for companies that had not started to overhaul computer systems to do the job properly.

The number of smokers in China is increasing by about 2 per cent a year, whilst rates in the developed world are falling by about 1 per cent. International tobacco companies are targeting China as a huge potential market.

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## COMMENT &amp; ANALYSIS

## FINANCIAL TIMES

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Wednesday March 5 1997

## Albania's troubles

For some time after the collapse of its particularly nasty communist regime, Albania seemed a surprisingly stable spot in a deeply troubled region. The recent violence and political disarray show that the veneer of stability was thin indeed.

Restoring order and putting it on a more sustainable footing are important tasks, not just for Albania but for the south-east of Europe as a whole. Without it, there is a danger that violence could spread to the Serbian-ruled province of Kosovo, or that refugees will resume their exodus to Italy and Greece.

Unfortunately, western nations have thus far been of only limited help. Their generosity with financial aid – necessary to kick-start development in Europe's poorest country – has not been matched by assistance in establishing durable political institutions.

The results have been becoming steadily clearer over the past year. President Sali Berisha has reverted to increasingly authoritarian methods to maintain power. The opposition has been disenfranchised. A wave of popular anger at the collapse of fraudulent investment schemes has turned into violent anarchy.

## Ulster's path

Multi-party talks on the political future of Northern Ireland are due to adjourn today until after Britain's general election. Once seen as the route from a temporary peace to a durable political settlement, they have painfully little to show for eight months work.

The parties have yet to move from procedural wrangling to any real discussion of the ingredients of an eventual political accord. The issue of arms decommissioning by paramilitaries has been a constant stumbling block. Mr George Mitchell, the able and independent US chairman, has been repeatedly frustrated by the intransigence and short-sightedness of some around the table.

Outside the negotiating chamber, the atmosphere in the province has been poisoned by bitter disputes between unionists and nationalists over the Orange Order's parades. The unfeasted right to march exists nowhere in the UK.

So what next? It must be hoped that the talks will resume quickly after the British election – though, realistically, real progress may have to await also the outcome of elections in the Irish Republic. Those could take place as early as June.

It is essential meanwhile that governments and opposition parties in London and Dublin signal the outcome of the elections will not change the terms for Sinn Féin's participation. As Mr John Bruton, the Irish prime minister, remarked this week, Mr Adams can claim entry only when the IRA ceasefire is "unequivocally, believably and genuinely restored".

Happily, Britain's Labour party has sought to disabuse Sinn Féin that it would be a soft touch in government. Ms Marjorie Mowbray, the party's Northern Ireland spokeswoman, has made it clear that restoring confidence in another ceasefire would demand deeds as well as words from the IRA.

But the unionists must recognise their responsibility to give the talks process new momentum after the election. If Sinn Féin does well on polling day, it will be because many moderate nationalists suspect unionists have set their face against any political compromise. It is the self-interested task of unionists to break down that barrier of mistrust.

## Bank mantras

Among the ritual incantations that accompany the reporting season for British banks and building societies, the complaint about the intensity of competition in retail banking looks increasingly curious. It is, after all, an odd kind of competition that leaves the spread between mortgage lending rates and average retail deposit rates at a higher level in today's allegedly competitive market than in the heady conditions of the 1980s.

True, the spread over wholesale funding rates has narrowed. Yet the striking paradox about retail banking remains its enduring stability and profitability. Despite the collapse of house prices earlier in the decade, profits in retail financed mortgage lending have continued to exceed loan losses.

Nor do these fat retail margins appear to reflect excessive risk-taking. The casualties in retail banking have been restricted to centralised lenders exclusively reliant on wholesale funds. An article in the Bank of England's new (and admirable) *Financial Stability Review* puts a convincing case that it would take quite exceptional circumstances to make a serious dent in the typical lender's solvency. The explanation for this happy state of affairs is partly

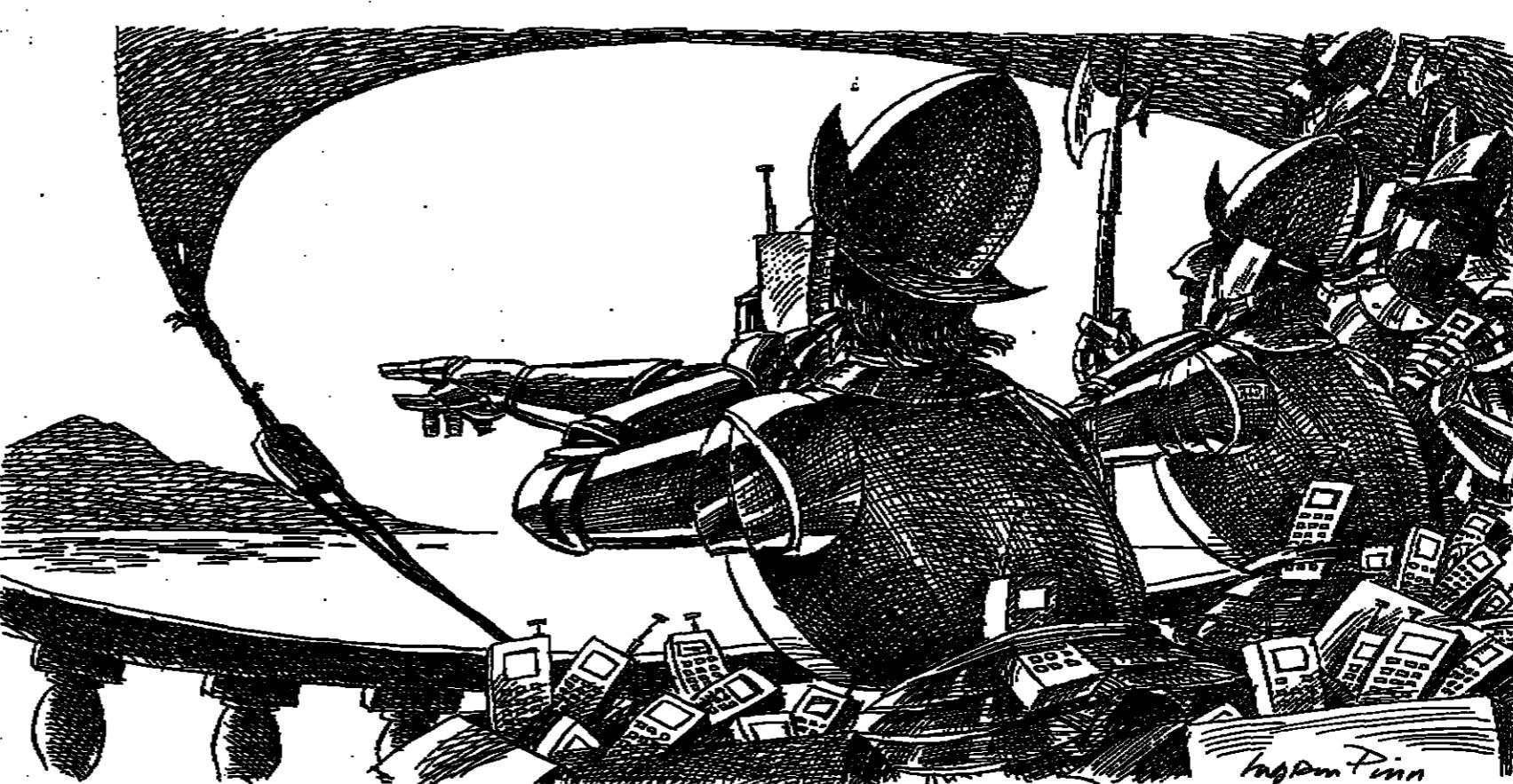
that competition is heavy in new business, but has less impact on the stock of older mortgages. Retail deposits, meantime, provide an excellent cushion against loan losses.

While the retail bankers are no doubt right that their margins will erode because of new competition from the supermarkets and others, the erosion will be steady rather than severe.

A consequence of past stability and profitability is that most big building societies are over-capitalised. The remaining mutuals may thus have more scope to offer better deals to their members. For the demutualised societies, there are wider questions. They claim to want better access to equity markets and wholesale finance.

Yet wholesale money, unlike retail, is expensive and volatile. Many of their future shareholders might prefer them to hand back equity capital, instead of risking losses on new ventures.

The low stock market rating of the older clearing banks reflects the taint of low returns earned outside retail banking. Building society margins may be under modest pressure. But the scope for subsidies from retail banking to less profitable non-core businesses looks uncomfortably long and wide.



## Return of the conqueror

Nearly a century after the end of Spain's empire in Latin America, its companies are leading a new onslaught on the region, says David White

**A** few days before Christmas, two Spanish banks went out and bought themselves control of a third of Venezuela's banking system. A Spanish group has taken the dominant stake in the biggest natural gas reserve of northwest Argentina, which is set to become a significant exporter. From Peru to the southern tip of South America, telephone customers now make their calls through Spanish-controlled companies.

As they approach 1998 – the centenary of the end of their Latin American empire, when the last possessions of Cuba and Puerto Rico were humiliatingly lost to the US – the Spanish are back in a big way.

Over the past few years, Spain has become the largest European investor in the region. According to a study by KPMG Peat Marwick, foreign acquisitions by Spanish companies more than tripled in value last year, to \$4.5bn. Most of this – \$4.5bn – went to six South American countries.

Spanish executives say this bias is explained by language and cultural ties, close knowledge of the countries involved and a confidence in Latin America's economic future less shaky than that of other potential investors.

Until recently, Spain's claims to a zone of influence in Latin America were largely rhetoric. But Spain has now become a genuine force in the region in telecommunications, finance, energy and utilities – everything from insurance policies in Venezuela to bottled gas in Peru.

The bulk of Spain's colonial empire was accumulated in the half-century following Columbus's first landfall. The new sprawling corporate dominions have mostly come about in the past three years.

Spanish companies and banks are lured by the potential for rapid growth, expanding populations and relatively undeveloped markets. They are not put off by recollections of the Mexican financial crisis two years ago,

withdraw from investments that proved a drain on its resources. Most recently, a decision was taken to liquidate Viasa, the Venezuelan airline in which it held a majority stake.

Some leading Spanish investors, such as Telefónica and Banco Santander, are nearing the end of a first phase in their Latin American conquests: they are present in most of the markets they want to be and do not want to overstretch their management resources.

But still the investment rush continues. Spain's Repsol oil and gas group, which last year took its biggest step in the region by buying a controlling stake in Argentina's Astra, envisages spending \$2bn in Latin America over the next five years. Companies already present in Spanish-speaking countries have established their first footholds in the region's most challenging market – Portuguese-speaking Brazil.

Telefónica, after winning the bidding for a stake in the telephone company of the southern state of Rio Grande do Sul, along with local partners, is looking for similar deals in the neighbouring states of Paraná and Santa Catarina. Banco Santander recently obtained authorisation to take control of Banco Geral do Comércio – a small institution, but the first such step in Brazil by a Spanish bank.

In its initial stages, the Spanish invasion was dominated by state-run companies, but the public sector element has since decreased. This is, in part, because companies such as Telefónica, Repsol and the Endesa power-generation company are being progressively privatised.

The shift to the private sector also reflects the increased role in Spain's investment drive of the three big private Spanish banking groups – Santander, Banco Bilbao Vizcaya and Banco Central Hispano.

The one wholly-owned state company which figured prominently among the early adventurers – the airline Iberia – had to be broken up into four parts. The fourth, which became the airline Iberia by assets, Banco Santander is third.

Together, the main Spanish banks have invested more than \$4bn in Latin America. Among their interests are the two largest financial groups in Chile, the biggest bank in Colombia, the third largest in Argentina, two of the top three in Venezuela, and extensive networks in Mexico, Bolivia's new pension scheme to be handled by two Spanish-led consortia.

The three big Spanish banks have followed different tactics. Central Hispano relies heavily on local partners. BBV, which has an overt ambition to become a big Euro-Latin American bank, has taken mainly minority holdings, although it has insisted on management control. Banco Santander has gone for majority stakes, nearly always putting its acquisitions under its own name. It has made the heaviest commitment, making investments with a book value of \$2bn.

Banco Santander has been active in the region since the 1980s, including participation in retail banking in central America. "We didn't have the size to go into the larger markets," says Ms Ana Patricia Botin, chief executive of the merchant banking arm Santander Investment and board member of the group chaired by her father, Mr Emilio Botin.

During the 1980s debt crisis, she says, "we were getting out from loans but, at the same time, getting into the market". Commercial bank acquisitions have been more recent – in Chile, Peru, Puerto Rico and, in the last few months, in Colombia, Mexico, Venezuela and Brazil.

Latin America is now roughly twice as important for the group as its European interests outside Spain, accounting for 17 per cent of its assets and a fifth of its pre-tax profits. The bank is now close to its self-imposed ceiling for capital exposure in Latin America – 20 per cent of net worth.

Ms Botin says Santander intends to concentrate on the region's main countries, seeking significant market shares. "It's

the only way we're going to survive," she says, drawing lessons from the experiences of foreign banks in Spain. "You can't compete as medium-sized banks."

For the banks, the growing Latin American markets compensate for increasingly tight margins and tough competition at home. They are counting on margins remaining high in the region as banking services develop.

"I calculate that perhaps there are 10 years [of high earnings] left," says Mr Juan Rodriguez Ibarra, head of global banking at Banco Santander. "But it may be."

The high returns involve certain dangers, he admits. "You have to be ready for some volatility," he says, even though half Santander's investments are in what he describes as low-risk countries.

The threat of currency devaluation and market instability is ever-present. "There is certainly more risk," Banco Bilbao Vizcaya's Mr Ybarra states flatly.

Telefónica has taken steps to cover its risks, at least in part, with tariffs on some of its operations indexed to the dollar. Cable TV subscribers in Peru pay directly in dollars. At the same time, the group has sought to have debt denominated in local currencies.

"We have a very realistic sense of our risks," says Mr Portela. A relatively low book value is given to the company's Latin American holdings, about half their market worth. "We would need to have a catastrophic world situation to have book losses."

Nonetheless, Mr Portela accepts "we will have to live with situations like the tequila effect" – the shock to Latin confidence that followed Mexico's devaluation of December 1994.

Just as then, there will be other countries where investors panic, and where the more speculative vanish overnight. But companies like Telefónica, Repsol and the Spanish banks insist they will not be among them.

They are in Latin America for the long term.

## OBSEVER

### Harry's ironic for trade

**H**arry the southern Swedish village of Rödönska probably doesn't have many local heroes, so the triumph of Harry Nilsson is certainly something to drink to. His one-man effort to topple the Swedish state's claim over a triple has won him the hearts of many Swedes.

Spanish companies and banks are lured by the potential for rapid growth, expanding populations and relatively undeveloped markets. They are not put off by recollections of the Mexican financial crisis two years ago,

only Nordic nation without a state alcohol monopoly.

Franzies was in sparkling mood: "Congratulations to the process of Sweden, Finland, Norway and Iceland," he said, confident that the final verdict will go his way. So cheers – even three of them.

### Lotus blow

**M**uch sadness as they saw it. Earlier plans to sell out to Daewoo had raised fears of much greater intervention.

News of Yahya's death reached Lotus executives at the Geneva motor show as they prepared to announce further investment and a substantial EU grant to develop computerised crash testing. Mohamed Zainal, Lotus's chief executive, says plans won't change.

The manner of his arrival on

the scene last November was impressive enough. The sale deal to acquire control of the ailing car maker was clinched in just 20 minutes of face-to-face talks between Yahya and Lotus's then owner, cash-strapped Italian entrepreneur Romano Artioli.

At the subsequent takeover ceremony and the announcement of a new engine centre – each occasion the excuse for parties for all employees and their families – the new non-executive chairman made clear that Lotus engineers would have plenty of freedom to

develop the business as they saw it.

Franzies was in sparkling mood: "Congratulations to the process of Sweden, Finland, Norway and Iceland," he said, confident that the final verdict will go his way. So cheers – even three of them.

### Unplugged

**I**f you choose to be laid to rest in an air-conditioned glass coffin, make sure that the family you leave behind can afford to pay their electricity bills.

Unfortunately for the corpse of former Philippine president Ferdinand Marcos, who died in exile in Hawaii in 1989, his family have failed to do so. On Monday the local electricity co-operative – which is owned more than \$200,000 – decided to pull the plug.

This is the ultimate harassment, the harshest, the dead who cannot speak up to defend himself, mused widow Imelda. She is now hinting that her husband could finally be transported from his home town of Batangas and laid to rest in the capital.

Marco's family always wanted a Manila burial but President Fidel Ramos – a

covert of the former dictator –

has always refused that it might cause unrest.

It was 1986 before he allowed the body to be returned to the Philippines.

The latest grisly warning from Marcos's embalmer may help change the president's mind. Unless the air-conditioning is switched back on within two months, there is a risk that may start to develop.

### I see red

**L**ike parents everywhere, the Chinese authorities are worried that video games played by the nation's children are far too, well, interesting. Its concerns include standard gripes – that most games revolve around sex and greed – and peculiarly Chinese worries; for example, that most games on the market suggest the superiority of Western weapons.

Researchers at Qingshia University were set the task of putting this right. Later this year China's youth will get the opportunity to play "Long March" – based on the historic 1934 trek by Communists forces – and "August 1 Fighting Eagles", about a patriotic pilot who shot down lots of US planes in Korea. And let's not forget "Opium War", a potential blockbuster about Qing dynasty corruption.

### 100 years ago

**P**roduction Of Opium In spite of the agitators, the Indian opium production continues to maintain its normal rate. The output in the native states is uncertain, but British Indian returns show that the acreage under cultivation is 537,556 – figures that have not been exceeded since 1888, although the earlier returns were somewhat larger. Exports continue, or opium grown for Indian consumption, shows a tendency to fall off. But the demand in China is as strong as ever, for although the figures for 1894-95 are rather below those of the two previous years, they are well above the average for the decade. The falling off in the total export is due to the sharp reduction in the quantity sent to Hong Kong during the past three years.

### 50 years ago

**R**and Picketing Strikers on the Western Rand yesterday started picketing the gold mines, according to a Reuters message from Johannesburg. Many of the miners were reported to have joined the pickets and helped to stop vehicles conveying other workers. The number of European miners working on the Rand yesterday was 5,074, indicating that a further 124 had returned.

## COMPANIES AND FINANCE: EUROPE

# Taxpayers foot bill for GAN's mistakes

Rescue plan for French state-owned insurer will cost at least FFr20bn, writes Andrew Jack

**B**ehind the elegant and solid stone facades of the buildings lining Rue Pillet-Will in central Paris, all owned by GAN, the French state-owned insurance group, lurk huge financial troubles.

Last Thursday, the company announced it was taking FFr14bn (\$245bn) in new provisions and that its 1996 results – to be published in April – would show losses of about FFr5bn.

Simultaneously, the French government unveiled a rescue plan for the insurer in the form of a capital injection and a guarantee against future losses, which could cost taxpayers at least FFr20bn.

The two statements are unlikely to be the end of GAN's troubles. The state already gave the group a FFr2.5bn support package two years ago, and must now help steer it through a delicate process of restructuring and privatisation.

Mr Jean Arthuis, the French finance and economics minister, said last week: "GAN finds itself in a dramatic situation. [Its] seriousness could trigger incomprehension, even revulsion. At this stage, the shareholder must face up to its responsibilities."

According to figures provided by the government, GAN's business strategies have cost it nearly FFr35bn since 1982. For Mr Arthuis, that was the result of ineffective internal and external controls, and the collective failure of directors, auditors, regulators and

also the state in its role as shareholder.

Some of GAN's problems can be traced to errors in the way it carried out its core insurance activities. Mr François Heilbronner, the chairman appointed to the nationalised group in 1986 after a career in the public sector, embarked on policies which raised the eyebrows of his competitors.

None was more controversial than the so-called "blue tariffs" launched in 1988 and accelerated in the following years, designed to capture market share from rival insurers by undercutting the premiums levied on non-life contracts at a stage in the insurance cycle when margins were already squeezed.

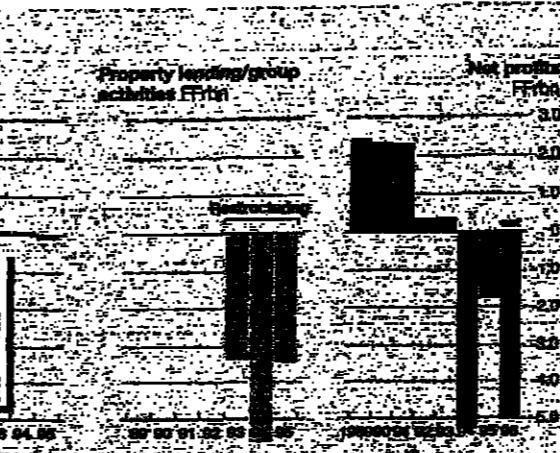
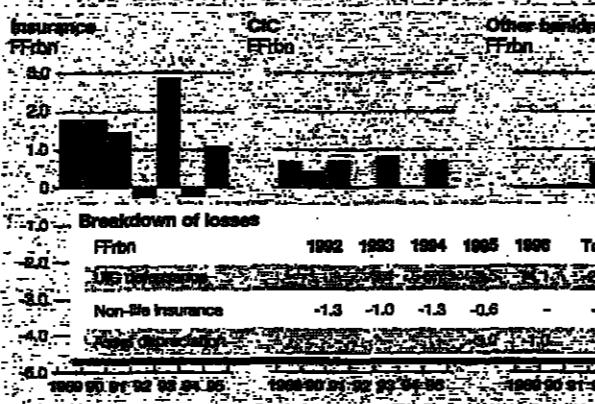
Other insurers attempted to hedge against domestic pressure by expanding their operations internationally. GAN chose instead to focus on France, bringing in clients in the hope that they would remain with the group even after premiums rose again.

"Clients are no longer so loyal," says a rival insurer. "They came to GAN, but then they left."

The result was a severe erosion in the profitability of the group's insurance activities. Under the government's new rescue plan, these will be recapitalised with FFr3.5bn, to bring the business up to acceptable levels of solvency.

But most of GAN's losses were the result of Mr Heilbronner's larger empire-building ambitions. He was in many ways the architect

## GAN: Breakdown of losses



of "bancassurance", by which insurers combine their skills with bankers – the former bringing technical expertise, and the latter the client base of their extensive retail branch network.

GAN's chosen vehicle was CIC, a group of regional banks across France. The insurer acquired a 34 per cent stake in 1988, under Mr Heilbronner's predecessor, Mr Bernard Attali. That rose to 51 per cent in 1989, and to 88 per cent in 1993.

Yet Mr Heilbronner was not content simply to sell insurance through CIC. He chose to diversify into the booming property development sector.

CIC owned 49 per cent of UIC, a specialist property lender. Under GAN's influence, it increased its stake to 64 per cent in 1990, before ceding control to its parent three years later.

UIC was to be the downfall of the group. It had expanded rapidly – with total loans outstanding rising from FFr15bn in 1987 to FFr50.6bn in 1993 – even as the French property market began turning sour. Since 1992, its losses have cost GAN nearly FFr27bn.

Mr Bonnard commissioned an audit which suggested the need for substantial additional property provisions, and sought more than FFr10bn in further state aid. Yet his pleas fell on deaf ears.

Preoccupied with Crédit Lyonnais and other financial crises, ministers granted him just FFr2.5bn in assistance, hoping that the additional cost of the group's property exposure would be absorbed by its profits from insurance activities.

Then last year, it pushed for a rapid privatisation of CIC, in a move which cost Mr Bonnard his job. Since he bears little responsibility

for the insurer's problems, the decision of the government to sack him seems principally to be the result of two factors.

It also replaced Mr Heilbronner and other key executives with a new team led by Mr Jean-Jacques Bonnard, who had worked at GAN since 1979.

Mr Bonnard commissioned an audit which suggested the need for substantial additional property provisions, and sought more than FFr10bn in further state aid. Yet his pleas fell on deaf ears.

It was only last week that the government finally agreed to the new aid package, accompanied by a renewed effort to sell off the insurance activities of GAN and CIC, separately or in combination.

The French state and GAN, now chaired by Mr Didier Pfeiffer, must hope they can put an end rapidly to a catalogue of expensive errors.

**Geberit changes hands**

Geberit International of Switzerland, Europe's leading manufacturer of sanitary ware and plumbing systems, is among a package of interests bought for SFr1.3bn (\$1.21bn) from its family owners by Doughty Hanson, a London-based investment group. The businesses are being sold by brothers Mr Klaus Geberit, 70, and Mr Heinrich Geberit, aged 78. While retaining the existing Geberit management, the buyers plan to groom the company for a public share offering in three to five years.

Doughty Hanson claims to manage the largest independent private equity fund in Europe, acting as a conduit for money from financial institutions. It normally plays an active part in management of the businesses it acquires, and sets out to bring them quickly to market. It was a leading investor in TAG-Heuer, the Swiss watchmaker listed in Zurich last year.

Ross Tidman

## Banco Mello returns to profit

Banco Mello, Portugal's sixth largest bank, moved into profit last year, increasing net consolidated earnings to Es600m (\$25m) from a loss of Es1.6bn in 1995. The results are not directly comparable as Banco Mello de Investimento and Banco Mello Imobiliário were consolidated into the group for the first time last year.

The bank, called União de Banco Português when it was acquired by Mr José de Mello, one of Portugal's leading entrepreneurs, in May 1995, invested Es6m in 1996, up from Es2.8m in 1995. Investment is aimed at creating an integrated financial group and developing clearly defined retail, investment and mortgage banking networks.

Operating profits rose to Es2.3m last year from a loss of Es1.6m in 1995. Cash flow increased 51 per cent to Es13.4m. Lending rose 34 per cent to Es504.7m and deposits grew 15 per cent to Es681.6m. Assets increased 37 per cent to Es1,141.2m.

Peter Wise, Lisbon

## Innogenetics in black

Innogenetics, the Belgian biotechnology company that is one of only seven companies quoted on the fledgling Easdaq exchange, made BFr15.8m (\$1.48m) net profit in 1996 compared with a loss of BFr114.4m in 1995. Sales rose from BFr38.8m to BFr29.8m. The company also revealed it had signed a distribution deal in the US with Murex Technologies to market Innogenetics' test to measure genetic resistance to some AIDS drugs.

Daniel Green

## NeuroSearch tumbles

NeuroSearch, the Danish biotechnology company, made an operating loss in 1996 of Dkr3.6m (\$620,000), compared with a profit in 1995 of Dkr3.5m. The company's first annual results since flotation on the Copenhagen stock exchange in June 1996 also showed a fall in sales from Dkr55.4m to Dkr32m. But the company said there had been progress in clinical trials of drugs which are intended to treat nervous disorders.

Daniel Green

## De Beers sales up despite falling jewellery market

By Mark Ashurst in Cape Town and Kenneth Gooding in London

The uncut diamond cartel run by De Beers of South Africa last year managed a 7 per cent sales rise against a background of falling sales in world diamond jewellery retailing.

Mr Julian Ogilvie Thompson, chairman, said yesterday De Beers' attributable earnings rose 33 per cent in US dollar terms to \$828m, or 218 cents a share.

The group is lifting the dividend by 10.5 per cent to 102.7 cents.

Sales of rough diamonds rose 7 per cent from \$4.5bn to \$4.8bn, despite an estimated 2 per cent fall in dollar terms in global retail jewellery sales.

The biggest weakness was in Japan, where devaluation of the yen contributed to a 14 per cent drop in retail jewellery sales in dollar terms. Nevertheless, diamonds outsold gold in all countries.

Total income to De Beers' diamond account was 6 per cent higher at \$805m.

Earnings were swollen by the disposal by De Beers and Anglo American Corporation of their controlling stake in

Johnnie, the South African industrial holding company sold to black investors in August. This contributed an exceptional 29 cents to earnings.

Proceeds from the sale of their controlling stake in JCI, the South African mining house, to a consortium led by Mr Mai Khumalo, a former political prisoner, would be included in first half results this year, said Mr Ogilvie Thompson.

He said it was too early to predict the outcome for 1997 although the first two months of the year had been good.

Earnings were swollen by the disposal by De Beers and Anglo American Corporation of their controlling stake in

## Fokker set to close as hopes for rescue fade

By Gordon Gribble in Amsterdam

Prospects were fading for a relaunch of Fokker, the failed Dutch aircraft maker, according to indications yesterday by Mr Jan Hovers, chairman of Stork, the industrial group which last July bought its profitable parts and maintenance division.

Hopes of a rescue had all but been abandoned after talks with Samsung of South Korea were broken off last November. But two weeks ago it emerged that the Malaysian government was willing to become the

largest single partner in a consortium including Stork and other Dutch interests. This grouping had talks with the receivers aimed at an 11th-hour takeover of the regional jet builder.

With a staff less than a tenth of the level a year ago, Fokker is completing its final few outstanding orders and will otherwise close once the last of these is rolled out in a month or two.

Mr Hovers said the viability of any deal had been reduced by the Dutch government's refusal to carry forward some F1.500m (\$262.53m) in tax credits

generated by Fokker's losses. This was proposed by Rabobank, main banker to Fokker, in a way which would have provided nearly the half the restart capital the consortium is said to need.

Mr Hovers yesterday announced a 26.3 per cent jump in net profits for Stork last year to F1.138.8m. Revenues at F1.422m were 19.2 per cent higher, buoyed by the activities of Fokker Aviation, the services side for which it paid F1.302.5m.

From earnings per share of F1.370, Stork is paying a dividend of F1.190, up from F1.150.

All of these securities having been sold, this announcement appears as a matter of record only.

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HSBC Samuel Montagu announces on behalf of London Clubs International plc ("London Clubs") that, by means of a formal offer document dated 4 March 1997 (the "Offer Document"), which is being despatched to shareholders in Capital Corporation PLC ("Capital Corporation") and by this advertisement, HSBC Samuel Montagu makes an offer (the "Offer") on behalf of London Clubs to acquire the whole of the issued share capital of Capital Corporation. Terms defined in the Offer Document have the same meanings in this advertisement.

The Offer values the whole of the issued share capital of Capital Corporation at approximately £178 million.

The Offer is on the following basis:

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The maximum aggregate number of New London Clubs Shares available under the Offer is limited to 50,926,408 shares. Fractions of New London Clubs Shares will not be allotted or issued in persons accepting the Offer.

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The full terms and conditions of the Offer are set out in the Offer Document and in the related Form of Acceptance. Copies of the Offer Document, Form of Acceptance and the Listing Particulars are available for collection during normal business hours from The Royal Bank of Scotland plc, Registrar's Department, Caxton Way, Bristol, BS59 7NH.

The Offer is being made by means of the Offer Document and this advertisement and is capable of acceptance on/after 4 March 1997 in accordance with the terms and conditions set out in the Offer Document and Form of Acceptance.

Acceptance of the Offer should be received by no later than 3.00pm on 25 March 1997 (or such later time(s) and/or date(s) as London Clubs may, subject to the City Code on Takeovers and Mergers, decide).

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## COMPANIES AND FINANCE: EUROPE

## UPM-Kymmene meets forecasts

By Hugh Carnegy  
in Stockholm

UPM-Kymmene, Europe's biggest pulp and paper group, yesterday reported a 43 per cent fall in profits in 1996 as the Finnish company suffered from the industry trend of falling prices and weak demand.

Profits before extraordinary items and taxes fell from FM6.3bn to FM3.55bn (€700m) on sales down from FM54.7bn to FM51.7bn. This was caused by a fall in prices for pulp and fine papers to well below 1995

levels and a slide in newsprint and magazine paper prices.

Earnings per share fell almost 50 per cent, from FM20.05 to FM10.24. The company said it expected 1997 profits to be similar.

But UPM-Kymmene's share price rose sharply on the news, closing up FM4.10 on the day at FM109 as investors reacted positively to a report that was in line with market expectations.

Although profits were far below the record levels of 1995, UPM-Kymmene outperformed almost all of its

European and North American rivals last year. It returned an operating margin of 10.8 per cent and a return on equity of 11.1 per cent - a far cry from the deep losses many Flemish forestry groups made in the previous pulp and paper downturn in the early 1990s.

Investors also apparently welcomed UPM-Kymmene's announcement that it would pay the bulk of its 1996 FM1.2bn dividend in the form of shares in Rauma, the group's 73 per cent-owned forest industry machinery and engineering group.

UPM-Kymmene increased operating profits in its newsprint and packaging divi-

sions in 1996. But profits fell in all other main operations - including magazine papers, the biggest division, which slipped from FM2.8bn to FM2.5bn, while profits in the fine papers arm tumbled from FM71.9m to FM68.5m. The biggest setback was in the pulp unit, which swung from a profit of FM2.2bn in 1995 to a loss of FM17.8m.

The company said that it believed prices for newsprint, magazine and writing papers had bottomed out. It hoped for a rise in fine paper prices during the first quarter.

## Lisnave capital to be cut by 90%

By Peter Wise  
in Lisbon

Shareholders in Lisnave, Europe's biggest ship-repair company, are to bear the cost a 90 per cent capital reduction aimed at lifting the group out of bankruptcy.

The reduction in share capital from Es36.5bn to Es3.5bn (€20.5m) is to be made ahead of a government-backed restructuring plan to cut wage costs and move the company out of debt.

After falling 24.7 per cent on Monday to Es320, the shares recovered slightly yesterday to close at Es333. They had risen to a record of Es746 on February 18 on news of the shake-up.

Shareholders in Lisnave, Europe's biggest ship-repair company, are to bear the cost a 90 per cent capital reduction aimed at lifting the group out of bankruptcy.

Carlsberg, the Danish brewery group, has concluded an agreement with Coca-Cola, the US soft drinks maker, for the bottling, sale and distribution of Coca-Cola products in Sweden and Denmark, with an extension to Norway expected. The deal follows Coca-Cola's decision last summer to end its co-operation with the

Swedish-Norwegian Pripp-Ringes group after 44 years with Pripp and 58 years with Ringnes.

Carlsberg already bottles and distributes Coca-Cola products in Denmark through a subsidiary, Dadeko, which had a turnover of DKr1.2bn (€185m) and operating profits of DKr108m in 1995-96. Dadeko accounts for most of Carlsberg's Danish soft drinks sales of 2.4m hectolitres a year. Mr Walter Paulsen, Carlsberg chief financial officer, said both the Norwegian and the Swedish markets for Coca-Cola products were about 1.5 times the size of the Danish market.

"This agreement signals some very important prospects for Carlsberg's future in markets where continued growth in the sale of non-alcoholic beverages is expected," said Mr Flemming Lindelov, who became Carlsberg chief executive at the beginning of this year.

Hilary Barnes, Copenhagen

## Tax probe at DG Bank

German prosecutors yesterday launched an investigation into DG Bank, the umbrella organisation for the country's co-operative banks, following suspicions it may have been involved in helping German residents evade tax by sending money abroad. The probe is the latest in a series of investigations by German authorities into banks suspected of aiding tax evasion.

DG Bank said a team of about 100 tax inspectors and employees from the Bielefeld state prosecutor's office had searched its Frankfurt headquarters for evidence that its internal payment system may have been used to make anonymous capital transfers to Luxembourg. DG Bank has no private customers of its own but acts as a clearing house for the country's 2,500 co-operative banks. The probe, which covers tax statements dating back to 1991, is at an early stage and could take several years. DG Bank said.

Sarah Atha, Frankfurt

## MobilCom to raise DM40m

MobilCom, the German mobile telephone network, plans to raise as much as DM40m (€33.5m) in what will be the first issue on the Neuer Markt, the German stock exchange's new growth market, which is due to start trading on March 10. MobilCom said this week it would issue 450,000 new shares, with a "greenshoe", or over-allocation option, providing for a possible further 160,000 shares. Book-building - in which the interest of institutional investors is assessed in advance - will run until tomorrow when the issue price will be announced. The price range for the shares is DM52.50-DM62.50. The Neuer Markt is aimed at young, innovative companies in rapid growth sectors which might otherwise have ignored the bourse, or have opted for a listing on Nasdaq, the computerised US exchange. It will eventually be linked with similar ventures in Paris, Brussels and Amsterdam, which are combining to form the Euro.NM, a rival to Nasdaq and Easdaq, its European counterpart.

Sarah Atha

## Aerospatiale sell-off urged

Mr Serge Dassault, president of the Dassault group, said yesterday he would push for the privatisation of state-owned Aerospatiale, once merger negotiations with his own privately-controlled Dassault Aviation were complete. "We will do all we can for the privatisation of Aerospatiale by the end of this year," Mr Dassault said yesterday. The group, formed from the merger of Dassault and Dassault, will remain under state control, because Mr Dassault will hold only a minority stake. But the government has already said it wants to privatise Aerospatiale.

David Buchan, Paris

## Three link for airport bid

Hochtief, the German construction company, ABB and Siemens yesterday said they would form a consortium to bid for the development of a new international airport in Berlin. As well as financing the project, the consortium would oversee the planning, construction and operation of Berlin-Brandenburg International airport, which will cost DM10bn (€6.5bn) and provide capacity for 20m passengers a year.

The project, due to be completed by 2010, will be Germany's first privately financed large-scale airport. The three companies worked together on a similar airport project in Athens.

Frederick Stillema, Frankfurt

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(the "Issuer")

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(the "Bonds")

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By: Morgan Guaranty Trust Company of New York  
as Fiscal Agent

Dated February 25, 1997

## HPI set for flotation

By Paul Bettis  
in Milan

Holding di Partecipazioni Industriali, the company born from the split of Gemina, the Italian investment group, has cleared the way for a stock market flotation this month by appointing its board.

The line-up, announced yesterday, is a "Who's Who" of the *salotto buono* - the cream of Italy's business community. It is headed by Mr Nicola Neri, a former chief executive of Rinascita, the Italian retailer controlled by Ifil, the Agnelli family holding.

HPI, which has absorbed the bulk of Gemina's industrial portfolio, says it is ready for a stock market debut this month.

Gemina has been shaken over the past two years by financial scandals and its failure to merge with Ferruzi Finanziaria (Ferfin). The new board's task will be to pilot HPI's introduction

on the bourse and strengthen its strategy around two broad core businesses - clothing and fashion activities, and publishing and paper.

Consof, Italy's stock market watchdog, has already approved HPI's listing. The new company's ordinary shares have been attributed a value of L1.060 and the savings, L1.000.

At these prices, the stock exchange council has estimated HPI's market capitalisation at L2.815.4bn (€1.66bn).

Holders of both Gemina ordinary and savings shares will receive nine HPI shares for every 10 of Gemina's.

HPI appears intent on expanding the clothing business, through which it controls Fila, the successful New York-listed sportswear company, and Gruppo Finanziario Tessile, which makes clothes for leading Italian fashion houses such as Armani and Valentino.

## Cofir and Accor in hotels joint venture

By Tom Burns in Madrid

Cofir, the listed Spanish drinks and hotels group, has reached an agreement with the German Hugo Boss clothing group.

Marzotto, whose annual sales are more than L2.300bn - making it the country's second-largest clothing group, is itself studying a corporate reorganisation, which could ultimately provide the vehicle for a link with HPI.

HPI's other assets include RCS, which owns the Rizzoli publishing house, and the Corriere della Sera newspaper and periodicals group, and a 20.87 per cent stake in Cartiere Burgo, the Italian paper manufacturer.

Gemina has also transferred to HPI stakes in Pirelli, the SMI metals group, Credito Italiano, Banca Commerciale Italiana, and insurer Generali.

The agreement finally gives Accor a strong presence in Spain, where the lower-segment hotel market has still to be exploited. The French group has opened

hotels in Madrid under the aegis of its up-market divisions, Novotel and Sofitel, but had been searching for a local partner in the two-star market.

The venture strengthens Cofir's efforts to build up its hotel business, NH Hotels outstrip Hilton International - the hotel division of the UK's Ladbroke group - last month to acquire the Eurohotels chain, a luxury 450-bed Madrid hotel, for Pta6.8bn. Cofir's hotel unit, which is estimated to have earned Pta19.3bn last year, now plans a similar upmarket acquisition in Barcelona.

Cofir, which was controlled by Italian financier Carlo de Benedetti until last year, is due to appoint Mr Oscar Fanjul, the former chief executive of the Repsol oil conglomerate, as non-executive chairman later this month.

The venture which has an initial subscribed capital of Pta2bn (€13.9m), plans to open about 70 two-star hotels under Accor's Ibis brand name over the next seven years.



## De Beers



De Beers Centenary AG

(incorporated under the laws of Switzerland)

De Beers Consolidated Mines Limited

(incorporated in the Republic of South Africa)

(Company Registration No. 11/0007/00)

EXTRACTS FROM THE AUDITED RESULTS FOR THE YEAR ENDED 31 DECEMBER 1996

Attributable to the De Beers/Centenary linked units

INCLUDING EXCEPTIONAL ITEM		EXCLUDING EXCEPTIONAL ITEM	
◆ Attributable earnings up 33% in Dollars (56% in Rand)		◆ Attributable earnings up 15% in Dollars (35% in Rand)	
◆ Equity earnings up 36% in Dollars (60% in Rand)		◆ Equity earnings up 25% in Dollars (47% in Rand)	
◆ Dividends increased by 10.5% in Dollars (42% in Rand)		◆ Good CSO sales at first two sights of 1997	

## PRO FORMA COMBINED INCOME STATEMENT

Rand millions	US\$ millions	Rand millions	US\$ millions	
1995 1996	1995 1995	1995 1996	1995 1995	
2748 3402	Diamond account .....	803 760	32 859 41 840	
805 980	Investment income .....	231 223	Linked unit holders' interest .....	8 944 9 003
261 245	Interest income .....	58 72	Preferred and outside shareholders' interest .....	68 105
461	Exceptional item .....	109	Long- and medium-term liabilities .....	922 1 106
3 021 4 467	Net income before taxation .....	1 055 836	9 934 10 214	
713 948	Taxation .....	224 197	Represented by:	
2 256 3 508	Attributable earnings .....	828 624	Fixed assets .....	1 006 1 018
3 564 5 696	Equity accounted earnings .....	1 344 986	Investments .....	4 447 4 396
380 380	Number of linked units in issue (millions) .....	380 380	Diamond stocks .....	4 703 4 673
Attributable earnings per linked unit:		294 296	Stocks and materials .....	63 81
594c 923c	Including exceptional item .....	218c 164c	Current assets .....	704 941
594c 802c	Excluding exceptional item .....	189c 164c	Current liabilities .....	989 895
938c 1 499c	Equity accounted earnings per linked unit:	354c 259c	Net current assets	

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## COMPANIES AND FINANCE: ASIA-PACIFIC

## Mixed results in Thai telecoms

By Ted Bardacke in Bangkok

Thai telecommunications companies reported mixed results, as mobile operators showed healthy growth but fixed-line companies suffered heavy start-up costs, contributing to a 3.3 per cent drop in the value of telecommunications stocks yesterday.

Telecom Asia, the country's biggest telecoms group, said it lost Bt1.22bn (\$74.1m) in 1996, compared with a profit of Bt1.25bn in 1995.

The company, which has a concession to install and operate 2.6m telephone lines in the Bangkok area, is

rapidly expanding into other business ventures.

However, its telephone lines suffered from low subscription rates in the early part of the year. As a result, expenses increased 70 per cent on the year before to Bt13.9bn, partly as result of start-up costs at its cable-television subsidiary, UTV. Revenues were up 28 per cent to

Bt12.1bn.

UTV is expected to reach break-even in the second half of this year, the company said, but it will soon begin another capital expenditure programme to launch a

personal handyphone service. Thai Telephone & Telecommunication, which has a concession to install and operate 2m lines in the provinces, said its net profit fell 49 per cent in 1996 to Bt24.2m. Analysts attributed the fall to cost overruns of 13-20 per cent on its concessions, which increased amortisation and interest costs.

The subscription rate of TTT's 1m installed lines is high, at about 90 per cent, in contrast to Telecom Asia. However, revenue per line is 60 per cent below budget, according to W.L. Carr, the stockbroker.

United Communication, parent company of Singapore-listed mobile operator Total Access Communication, reported net profit down 14 per cent in 1996 at Bt2.4m. Analysts had been expecting negative profit growth because of projects unrelated to TAC, which reported a 43.6 per cent increase in net profits to Bt2.74m.

Advanced Info Service saw net profit climb 18 per cent to Bt3.65bn in 1996. Parent company Shunswatra Computer and Communications said its net profit in 1996 fell 20 per cent to Bt2.83m.

## Sony cuts price of games machine

By Michiyo Nakamoto

in Tokyo

Sony has reduced the price

of its popular video games player, the PlayStation, in North American and European markets, said it expected net profit of Rp37bn this year. A restructuring of Lippo Securities, which involved the company lifting its stake in the insurance company Lippo Life from 4.9 per cent to 32 per cent, is believed to have helped lift earnings as a result of "other income" contributions.

However, Mr Jos Parengkuan, research director at Lippo Securities, said the rise in earnings came mainly from an increase in stockbroking income, as the company set up a retail investor division at the beginning of 1996. Small investors have become more active on the Jakarta stock market in the past year as liquidity has improved.

"Prior to 1996 there was virtually no retail volume and all volume came from institutional clients," Mr Jos said. Last year, however, broking commission from retail investors at Lippo Securities accounted for approximately 35 per cent of total broking commissions.

In 1996, the Jakarta Stock Exchange's market capitalisation grew 41.2 per cent to Rp216,000bn, while the average daily trading volume rose by just under 100 per cent to Rp301,100bn. In line with these developments, Lippo Securities said its market share in terms of trading volume grew from 3 per cent the year before to 7.3 per cent in 1996.

Marcela Saragosa, Jakarta

## ASIA-PACIFIC NEWS DIGEST

## Lippo Securities' net income surges

Lippo Securities, the Indonesian brokerage, said its unaudited net profit for 1996 rose more than 190 per cent, reflecting a trend among broking firms in Indonesia, which have profited from sharp increases in the Jakarta stock market's capitalisation and from rapid growth in trading volumes last year.

Lippo Securities' net income was Rp10.4bn (\$16.8m), compared with Rp14.1bn a year earlier. The broker, which is part of the Lippo Group, one of Indonesia's largest conglomerates, said it expected net profit of Rp37bn this year. A restructuring of Lippo Securities, which involved the company lifting its stake in the insurance company Lippo Life from 4.9 per cent to 32 per cent, is believed to have helped lift earnings as a result of "other income" contributions.

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## Thai building group down 5%

Italian-Thai Development, south-east Asia's largest construction company, said yesterday its net profit in 1996 was Bt1.52bn (\$83.6m), down 6 per cent from a year earlier. The company did not release full financial details, but analysts said the result was far below expectations.

With revenues and margins stable, they said, the company drew down cash and saw lower gains from its holdings in Thai and Philippines-listed companies.

Ted Bardacke, Bangkok

## Equitable Bank IPO price set

The price set for the initial public offering of Equitable Bank, the Philippines' ninth-largest bank, surprised analysts, who said it was higher than the market expected, but that the offering would still be attractive, as it ended a long spell of unexciting floats. Equitable Bank will raise 7bn pesos (\$365m) through its issue of 62m shares at 13.3 pesos a share, pricing it at more than 19 times projected earnings for 1997. The group's bottom line is forecast to double to 2bn pesos this year because of an increase in funds as a result of the IPO.

"This [price] is higher than the market expected and looks too high to me," one analyst said. "But there has also been a very good response, because this is a big and very liquid issue and it's been some time since we had one of those." The bank will use proceeds to add to its capital base, expand its local branch networks and fund loan growth.

The offer period begins today. Listing is set for April 3. Justin Marquez, Manila

## Japan shows there are limits to Sky

The speed with which Mr Rupert Murdoch, chairman of News Corporation, and his Japanese partner, Mr Masayoshi Son, relinquished their 21.4 stake in TV Asahi surprised the Japanese media almost as much as the news that the two had acquired it.

On Monday, Mr Murdoch and Mr Son, who heads Softbank, the company involved in computer software and Internet-related businesses, announced they would sell their jointly-owned stake in the national broadcaster to Asahi Shimbun, the national daily newspaper which like TV Asahi belongs to the Asahi group.

To Japanese observers there was no doubt that the decision indicated that the two entrepreneurs had miscalculated.

The partners, who have jointly set up a digital satellite broadcasting operation in Japan, JSkyB, thought that by taking a stake in TV Asahi they could secure domestic programming. "The original reason for buying the share in TV Asahi was for the success of JSkyB," Mr Son explained.

Mr Murdoch, the most successful operator of digital satellite broadcasting, believes JSkyB needs the co-operation of Japan's dominant terrestrial broadcasters. The five national broadcasters, including the public broadcasting company NHK, make as much as 20 to 30 per cent of their own programmes. They also have broadcast rights to many



Picture AP  
Muneyuki Matsushita (centre), president of Asahi Shimbun, with Masayoshi Son and Rupert Murdoch on Monday after they agreed to sell him their joint stake in TV Asahi

programmes commissioned from outside producers.

Both Mr Murdoch and Mr Son underestimated the closed and inward-looking nature of Japanese broadcasting, where the mere presence of a foreigner - Mr Son is of Korean descent - is enough to trigger alarm. In a characteristic show of solidarity, Asahi closed ranks against its unwelcome investors. Asahi Shimbun did not

hide its consternation at the emergence of a large shareholder in a group company in which it owns a 31.4 per cent stake. It took particular offence that it had not been consulted. Mr Muneyuki Matsushita, Asahi Shimbun president, commented: "The way in which News Corp and Softbank entered the [Japanese] broadcasting industry was somewhat unique."

Japan's terrestrial broadcasters, whose co-operation Mr Murdoch has courted so publicly, plan to enter satellite broadcasting themselves when Japan's next satellite is launched in 2000. Terrestrial broadcasters

are not taking satellite broadcasting seriously now, because it will not be a threat for another five to 10 years, says Daiwa's Mr Murakami. But Mr Paul Smith, industry analyst at HSBC James Capel in Tokyo, believes the three digital satellite broadcasters which will be competing in Japan - PerfectTV, DirectTV and JSkyB - could face strong competition if the terrestrial broadcasters join with NHK when they move into satellite.

NHK already has two satellite channels claiming 10m viewers. If it decides to scramble its signals, the terrestrial broadcasters might decide to use the same decoder as NHK, making it a de facto standard.

Furthermore, in spite of its access to News Corp's film library and the music and movie assets of Sony, which plans to take a large stake in the venture, JSkyB does not yet have "killer" content for late viewers.

The "killer" content will probably have to be sports, most likely baseball. But terrestrial broadcasters that own the rights to the most popular Japanese baseball teams are unlikely to give them up.

For Mr Murdoch and Mr Son, who are used to getting what they seek, the first obstacle they have stumbled over is unlikely to be the last.

Michiyo Nakamoto

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## Global Leadership in the Media Sector

### Selected 1996 Capital Raising Initiatives

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<b>\$2,600,000,000</b> <b>Walt Disney</b> \$1,300,000,000 8.00% Senior Notes \$7,300,000,000 6.00% Senior Notes Co-Manager March 24, 1996	<b>\$1,600,000,000</b> <b>TIME WARNER</b> Exemptible Preferred Stock 144A Offering* Joint-Lead Manager April 4, 1996	<b>\$700,000,378</b> <b>Grupo Televisa, S.A.</b> \$300,000,000 12.75% Senior Notes \$300,000,000 12.75% Senior Notes \$200,000,000 12.75% Senior Notes 144A Offering* Lead Manager May 8, 1996	<b>\$250,000,000</b> <b>CABLEVISION</b> 10% Senior Subordinated Debentures Co-Manager May 15, 1996	<b>\$500,000,000</b> <b>TELE-COMMUNICATIONS, INC.</b> 10% Trust Preferred Securities Co-Manager May 15, 1996	<b>\$300,000,000</b> <b>TELE-COMMUNICATIONS, INC.</b> 7.25% Notes Co-Manager June 4, 1996	<b>\$432,400,000</b> <b>TCG</b> Class A Common Stock Co-Manager June 21, 1996
<b>\$32,000,000</b> <b>c net</b> Common Stock Lead Manager July 1, 1996	<b>\$1,279,540,000</b> <b>MEDIASAT</b> Ordinary Shares and American Depository Shares 144A Offering* Joint-Lead Manager July 1, 1996	<b>\$100,179,660</b> <b>KABELMEDIA</b> 13.75% Senior Discount Notes Lead Manager July 31, 1996	<b>\$48,000,000</b> <b>TOP SECRET</b> Class A Common Stock Lead Manager August 7, 1996	<b>\$200,000,000</b> <b>Comshare ASX, Inc.</b> 9.5% Senior Subordinated Notes 144A Offering* Co-Manager August 15, 1996	<b>\$216,096,500</b> <b>COX</b> Class A Common Stock Co-Manager September 10, 1996	<b>\$159,562,500</b> <b>COX</b> Class A Common Stock Co-Manager September 22, 1996
<b>\$275,625,000</b> <b>INTERIMEDIA CORPORATION</b> Class A Common Stock Co-Manager October 12, 1996	<b>\$222,923,072</b> <b>INTERIMEDIA</b> American Depository Shares Joint-Lead Manager October 16, 1996	<b>\$148,000,000</b> <b>Times Mirror</b> 7.5% Debentures Co-Manager November 5, 1996	<b>\$235,200,000</b> <b>GROUPE ARTE</b> Ordinary Shares and American Depository Shares Co-Manager December 11, 1996	<b>\$67,200,000</b> <b>TMP Worldwide</b> Common Stock Lead Manager December 11, 1996	<b>\$165,375,000</b> <b>APT</b> Ordinary Shares and American Depository Shares Co-Manager December 14, 1996	<b>\$150,000,000</b> <b>Intermedia</b> 100% Senior Notes 144A Offering* Lead Manager December 16, 1996

### Selected 1996 M&A Assignments

<b>PanAmSat</b> has agreed to combine with Hughes Communications Galaxy Pending	<b>Renaissance</b> has agreed to be acquired by Tribune Company Pending	<b>Radio</b> has agreed to acquire EZ Communications Pending	<b>FININVEST</b> has sold a 25% interest in Gestión Telecinco to a group of investors led by Grupo Correo	<b>Times Mirror</b> has exchanged its Higher Education Subsidiary for the Shepard's Unit of McGraw-Hill	<b>TIME WARNER</b> has merged with Turner Broadcasting System	<b>REED ELSEVIER</b> has acquired Tolley Publishing
<b>GLOBOPAR</b> has acquired a strategic stake in Net São Paulo	<b>PointCast</b> has sold Series B Preferred Stock to Strategic Investors	<b>GRANIT COMMUNICATIONS, INC.</b> has been acquired by Infinity Broadcasting	<b>MEDIASAT</b> has joined the Telecommunications joint venture of Albacom	<b>The Thomson Corporation</b> has acquired West Publishing	<b>SOFT BANK</b> SOFTBANK CORP. has acquired Ziff-Davis Publishing	<b>CVI INDUSTRIES</b> has been acquired by Time Warner

**MORGAN STANLEY**

## COMPANIES AND FINANCE: THE AMERICAS

Shares rise on final-quarter results but market disappointed by full-year performance

## Viacom chief sees progress

By Richard Waters  
in New York

Viacom, the US entertainment group, ended a troubled 1996 on a positive note with fourth-quarter earnings that exceeded the most recent stock market expectations, according to figures published yesterday.

However, compared with the \$1.40 a share in profits that Wall Street once thought possible for all of 1996, its actual full-year earnings on continuing operations of 30 cents a share were disappointing.

The New York-based company's shares rose 9% to \$37 on the news. However, they remain well below their peak of 1994, when the pur-

chases of the Paramount film studio and Blockbuster video rental company propelled Viacom into the front ranks of US entertainment and publishing groups.

Mr Sumner Redstone, chairman, said the latest figures showed that Viacom had made "significant operational progress in the year". However, the stock market has yet to be convinced that Mr Redstone, who built the company and still controls a majority of its voting stock, can live up to the ambitious plans he put forward in the early 1990s.

The company's latest figures reflected a bounce in underlying earnings in several Viacom businesses, particularly its film studios and

its MTV television network. However, it continued to struggle with Blockbuster's loss-making music retailing business.

For the quarter, Viacom's television networks and broadcasting unit, which includes MTV, generated earnings before interest, tax and depreciation - or Ebitda, the most widely fol-

lowed measure of earnings for such companies - of \$203m, a rise of 40 per cent from the year before. Revenues rose 23 per cent to \$703m.

The entertainment division, which includes Paramount, nearly doubled Ebitda to \$31m as revenues rose 34 per cent to \$1.1bn. Publishing operations, based

around Simon & Schuster, returned Ebitda of \$55m, a rise of 20 per cent, as revenues increased 12 per cent to \$641m.

In contrast, the entertainment unit, which includes Blockbuster, saw Ebitda fall 52 per cent to \$58m, while revenues rose 15 per cent to just over \$4bn.

Viacom reported overall net income from continuing operations of \$11m, or 1 cent a share, for the quarter, compared with a loss of \$12m a year earlier. Including discontinued operations, it lost \$227m, or 66 cents a share.

Full-year reported earnings were \$1.2bn, or \$3.23, thanks to a profit on the spin-off of the company's cable television operations.



Summer Redstone: yet to convince stock markets

AP

## Conrail concedes defeat over CSX merger

By Richard Tompkins  
in New York

The three big eastern US railroads yesterday started to thrash out details of a \$10.5bn merger that will reduce their number to two and set the stage for a final round of mega-mergers with the two big railroads in the west.

Late on Monday night, Conrail, the smallest of the three eastern railroads, conceded defeat in its efforts to seal a friendly \$9.4bn cash-and-stock merger with CSX.

the biggest eastern railroad, on the terms originally planned.

Instead, Conrail will be broken up between CSX and Norfolk Southern, the second-biggest eastern railroad, so providing CSX and Norfolk Southern with equal access to the New York market, which is currently dominated by Conrail.

Norfolk Southern had made a \$10.5bn hostile bid for Conrail. Under the solution now proposed, CSX will match Norfolk Southern's \$115-a-share cash offer, acquire

Conrail, and partially recoup its outlay by selling about half of Conrail's routes to Norfolk Southern.

Mr John Snow, chairman and chief executive of CSX, said: "We look forward to these negotiations with great anticipation, fully expecting to resolve these issues and bring forth a proposal that will serve the best interests of all constituents and provide a pro-competitive solution in the east."

The deal will require the approval of all three companies' shareholders, and of the Surface

Transportation Board, the federal regulatory authority.

If approved, it will create two balanced railroad networks in the eastern US, much as a similar wave of mergers in the west has resulted in the creation of two big railroads: Union Pacific and Burlington Northern Santa Fe.

Many railroad analysts believe it will then be only a matter of time before the eastern railroads and the western ones seek to pair off, creating two vast transcontinental railroads.

Until now, such a development has not proved attractive, because Conrail's independent existence has blocked access to the New York market, one of the biggest sources and destinations of freight traffic in the US.

The deal now proposed appears to leave Mr David LeVan, Conrail's chairman and chief executive, without a job. He had been due to take a top management position at the combined CSX-Conrail company, but will probably receive a large pay-off instead.

### AMERICAS NEWS DIGEST

## Tenneco plans automotive revamp

Tenneco, the US motor components and packaging group, yesterday announced a wide-ranging overhaul of its automotive division in a \$100m restructuring. The company, one of the world's largest manufacturers of exhaust and ride control systems, said it would be merging its two manufacturing subsidiaries - Monroe and Walker - and cutting up to 5 per cent of its 22,000-strong workforce. Most of the jobs are expected to go as the group removes overlap in administrative functions such as finance and human resources.

In a separate statement, Mr Thomas Evans, president of Tenneco Automotive, said the reorganisation would make it easier to "graft on" acquisitions in North America and Europe. He said the group was considering two or three deals of up to \$400m each, adding that acquisitions were likely to continue at the same pace which saw 16 bolt-ons in the past year. Yesterday's announcement marks the latest stage in the protracted restructuring of Tenneco, which last year floated off its Newport News Shipbuilding division and merged its energy activities with El Paso Energy.

Tim Burt, London

### Microsoft combats loophole

Microsoft programmers are working "around the clock" to plug a security loophole in the company's Internet Explorer browser program, used on millions of personal computers to access the World Wide Web. A fix for the problem should be available within 48 hours, Microsoft said on Monday.

The security loophole is the latest in a series of problems that have affected browser software, creating widespread concerns among users of the Internet. "We never like to see this kind of problem, because it undermines public confidence," said Mr Eric Greenberg, senior security product manager at Netscape Communications, the leading supplier of Internet software. Users of Netscape software were not affected.

The bug was discovered by Mr Paul Greene, a student at Worcester Polytechnic Institute in Massachusetts, and could enable a malicious Web page creator to plant a damaging program on the hard disk of a PC without the knowledge of the PC user. Microsoft confirmed that all users of Internet Explorer versions 3.0 and 3.01 running on Microsoft's Windows 95 and Windows NT operating systems were potentially vulnerable.

Louis Kehoe, San Francisco

### Kruger buys Scott Paper

Kruger, a family-owned international newsprint, coated paper, packaging and tissue group, is buying Scott Paper, the Canadian tissue products maker, for a total C\$15.5m (US\$12.25m). Kimberly-Clark of Dallas, which owns 50.1 per cent of Scott, has accepted Kruger's bid of C\$2.50 a share, made up of C\$1.50 cash and C\$1.50 in notes. The total price includes assumption of C\$100m of Scott debt.

Scott's shares closed on Monday at C\$23.55. Last August, when the price approached C\$30, management warned that market expectations were excessive. Kimberly-Clark bought Philadelphia's Scott Paper for US\$9.4m in late 1995, taking a dominant position in several tissue markets. It was required to sell some brands and mills and in April 1996 decided to sell the Canadian subsidiary, with one mill in British Columbia and three in Quebec.

Kruger has revenues of about C\$1.5bn. It has 1.25m tons of newsprint and magazine paper capacity, plus packaging plants, mostly in eastern Canada. In 1996 Scott Paper earned C\$25.7m, or C\$1.68 a share, on revenues of C\$488m.

Robert Gibbons, Montreal

### Strong sales lift La Moderna

Empress La Moderna, the Mexican tobacco, biotechnology and packaging group, yesterday announced a 20 per cent increase in sales and an 8 per cent increase in net profits for 1996. Sales were 14.3bn pesos (\$1.75bn) last year, with cigarettes accounting for 48 per cent of revenues and 36 per cent of profits. Cigarette exports earned \$47m in 1996, a 28 per cent increase over 1995. Domestic sales growth was more sluggish, at only 3 per cent.

Its agro-biotechnology division, which produces fruit and vegetable seeds as well as fresh produce for export, has grown significantly over the past three years and now contributes 45 per cent of La Moderna's total revenues, as well as 38 per cent of the company's profits. La Moderna's packaging division accounts for 9 per cent of sales and 25 per cent of profits.

Net income was 1.15bn pesos in 1996, compared with 1.10bn pesos in 1995. Operating cash flow also increased 18 per cent in 1996 to 2.63bn pesos. In January, La Moderna completed the sale of its Agrow Agronomic subsidiary, which produces grain seeds, to Monsanto of the US for \$240m. The company said the proceeds of the sale would go to reduce its 3.1bn peso corporate debt. The company ended 1996 with a debt-equity ratio of 140 per cent.

Leslie Crawford, Mexico City

### UAL forecast lifts sector

The US airline sector received a lift yesterday when UAL parent of United Airlines, the biggest US carrier, said first quarter earnings would beat Wall Street analysts' highest estimate of \$1.30 per fully distributed share. In early trading, shares in UAL were up 83% at \$832, shares in AMR, parent of American Airlines, were up 5% at \$81.75, and shares in Delta Air Lines were up 41% at \$837.

Several US airlines have been bolstered in the early part of this year by the threat of a strike at American Airlines, which has prompted passengers to book with rival carriers. But United Airlines said a more important factor was that more people were flying at higher fares - explaining the fact that AMR's shares rose too.

Last week, American Express's travel division reported that the average domestic air fare paid by US business travellers rose by 14 per cent in January, a rise that is believed to have continued into last month.

Richard Tompkins, New York

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Bankers Trust Company, New York

Agent Bank

Bankers Trust Company, New York

## COMPANIES AND FINANCE: INTERNATIONAL

## AT&amp;T investors left hanging on

Anyone looking to Mr John Walter this week to offer a new vision of AT&T's place in the world's fast-changing telecommunications industry would have been sorely disappointed.

Though it has long had a presence on the global telecoms stage, the biggest US carrier no longer instils the fear in international rivals it once did. At home, it is reeling from a surprisingly effective assault by smaller, more agile competitors. Internationally, its standing has been overshadowed by bold moves such as British Telecommunications' planned acquisition of MCI and the 20 per cent investment in Sprint by Deutsche Telecom and France Telecom.

A former printing company executive who was brought in last November to revive Ma Bell's fortunes, Mr Walter has just had his first chance to tell Wall Street what he plans to do about this state of affairs. About 200 analysts, investors and others have gathered at the company's New Jersey headquarters over the past two

days to hear the deeply tanned and forceful AT&T president lay out his plan for the next five years. Mr Walter is due next year to succeed Mr Robert Allen as chief executive and, most likely, chairman.

On the company's domestic troubles, he offered a disarmingly simple-sounding solution: implement the business plan better. On AT&T's global ambitions, though, he was almost entirely silent. Beside offering the thought that this was "something we are working on", he had no bold visions to offer.

It was all highly reminiscent of the arrival of Mr Louis Gerstner at International Business Machines four years ago. Like Mr Gerstner, the heir apparent at AT&T has landed at a company whose bureaucratic, buttoned-down culture has left it unable to cope with the decay of its quasi-monopoly – in this case, the market for long-distance telephony in the US.

Mr Walter this week closely echoed Mr Gerstner's contention that what was

needed was a new, sleeves-rolled-up style of management, rather than what the IBM chairman once called "the vision thing". Mr Walter promised "decisiveness at leadership level", a cost cutting drive and new accountability that would put more pressure on top executives to meet targets.

Before things at AT&T get better, though, they are likely to get a lot worse. The true depth of the hole in which the company finds itself may not become clear for two years or more. That concern has contributed to a renewed slump in its shares this week – and will leave a big question mark hanging over Mr Walter's effectiveness for some time to come.

For a start, the company is still struggling to shore up its slipping share of the residential long-distance market, which currently stands at little more than 50 per cent – the problem that has bedevilled its earnings for the past year. AT&T's business plan does not call for it to halt the slide until at least the

final quarter of this year. By then, the company may have seen the first signs of a new wave of competition. The local telephone companies, or Baby Bells, hope to take their first steps into the long-distance market this year as deregulation begins to take effect.

To prepare for this fight – and to launch its own attack on the \$100m local calling business, from which it has been excluded until now – AT&T is planning to spend \$8bn-\$9bn this year upgrading its telecoms network and offering new services.

The result, Mr Walter said, would be earnings of \$2.45-\$3.00 a share this year, below last year's \$3.47 and the \$3.50 that analysts had been expecting. He offered no guidance on 1998, but, with the same forces at work, some analysts expect the company to do little better than this year.

Wall Street knew that preparing the company for the new competitive era would be tough, but not this tough. "AT&T is playing catch-up," said Mr Jack Grubman, an industry analyst at Salomon Brothers.

Richard Waters



John Walter: provided echoes of the arrival of Lou Gerstner at IBM

## INTERNATIONAL NEWS DIGEST

## Kepco hit by rise in import costs

Korea Electric Power (Kepco), South Korea's state-run electricity monopoly, posted a 24 per cent drop in preliminary 1996 net profits to Won590bn (\$690m) because of rising costs for raw material imports, while sales climbed 16 per cent to Won1.500bn.

Although the results were below expectations, Kepco shares rose Won400 to close at Won25,600, on expectations that the government will soon increase electricity rates. Kepco is the largest capitalised company on the Seoul bourse.

The group's earnings were hurt by increased global prices for oil, liquid natural gas and coal. Foreign exchange losses on Kepco's dollar-denominated debt, the largest of any Korean company, also depressed earnings. Kepco, like many Korean companies this year, avoided an even sharper drop in net profits by capitalising its foreign exchange losses. If these losses had not been capitalised, Kepco would have posted profits below Won200bn, against Won910bn in 1995, according to Mr Bill Hunsaker, an analyst with ING Barings Securities.

Despite the predicted increase in electricity rates, earnings growth for Kepco in 1997 is expected to be only about 10 per cent, because costs will remain high.

John Burton, Seoul

## Indonesian bank advances

Bank Negara-Indonesia, the state-controlled bank which was listed on the Jakarta stock market last year, said net profit in 1996 grew approximately 22 per cent as loan growth exceeded growth in deposits.

BNI's net profit last year was Rp335bn (\$140m) compared with the Rp227bn forecast at the time of its roadshow last year. The latest figures are unaudited and the bank did not detail its earnings. Loans grew 20 per cent to Rp23,400bn, while deposits grew 12.6 per cent to Rp19,100bn. Total assets rose 8.5 per cent to Rp34,800bn. Non-performing loans as a percentage of total loans fell from 7.2 per cent the previous year to 6.1 per cent.

Despite slow growth in deposits, proceeds from BNI's Rp200m initial public offering are expected to boost the bank's funding capabilities. BNI listed 25 per cent of its enlarged share capital in November last year.

Manuela Saragosa, Jakarta

## Wines arm lifts Southcorp

Strong sales from its wine division and cost cuts in its appliances unit allowed Southcorp, the Australian manufacturing group, to post a 24 per cent improvement in profits after tax, to A\$64.9m (US\$50.7m), in the six months to end-December.

The result was helped by an A\$2m abnormal surplus, compared with a A\$1.5m charge a year earlier. Excluding these items, profits improved 16.5 per cent to A\$62.8m. Group sales were flat, at A\$1.32bn, while earnings per share, before abnormalities, increased 13.7 per cent to 10.8 cents.

The company, which is Australia's largest wine producer, said its wine division saw a 14.5 per cent rise in sales, with operating profits climbing 14.3 per cent to A\$81.5m. The appliances arm – which takes in the Rheeem, Hoover and Chef brandnames – reported even stronger profits growth, up 23.1 per cent to A\$13.1m, but sales fell 5.6 per cent to A\$45.9m, reflecting the depressed domestic housing market and competition from imports.

In the packaging division, profits were steady at A\$6.2m, although sales dipped slightly, from A\$73.3m to A\$58.3m, in a flat domestic market.

Nicki Tait, Sydney

## Napocor plans spin-offs

National Power Corporation (Napocor), the Philippines' largest state-owned company, said it would spin off its transmission and small-island grid operations into two subsidiaries as part of its plan for privatisation later this year.

In a move expected to advance the privatisation, Mr Guido Delgado, president of Napocor, said he had instructed management to complete all necessary preparations by June 1. This will require the separation of assets, liabilities, budgets and performance targets of the proposed subsidiaries.

Justin Marozzi, Manila

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## JP MORGAN

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## COMPANIES AND FINANCE: UK

Irish Republic would gain 'from joining Emu and from a UK opt-out'

## Acquisitions help lift CRH to £193m

By Andrew Taylor,  
Construction Correspondent

Inward investment in the Irish Republic could increase further if the country opted to join European monetary union and the UK stayed out, according to the country's biggest industrial group.

The CRH building materials group, which yesterday announced a 21 per cent rise in pre-tax profits to £193m (£305.5m) for 1996, has large investments in continental Europe, the UK and the US

as well as in Ireland.

Mr Don Godson, chief executive, said: "The consensus view of Irish industry is that it would be preferable for Britain to take part in the Emu, but that Ireland should join anyway."

He added: "A decision by Britain to stay out of the first phase of monetary union might be expected to lead to a further increase in inward investment in Ireland from companies, some of which will not want to operate outside the common currency."

Ireland would, on current forecasts, satisfy the Maastricht criteria for monetary union. Inward investment in the country has risen sharply in recent years with the Republic's economic growth rates among the highest for the OECD countries.

GDP is forecast to rise by between 5 and 6 per cent this year.

Construction output in the Republic rose by 11 per cent last year as demand for property increased. Construction output is forecast to rise by at least a further 5 per cent

this year. Property demand has been strongest in Dublin, fuelled by the rise in foreign companies establishing operations in the city.

CRH's 1996 results are likely to be among the best from the building materials sector and the company expects profits to increase further in all of its main markets this year.

Acquisitions, mainly in the US and Benelux countries, accounted for 58 per cent of pre-tax profits growth last year, before currency losses of £23m.

Ireland, accounting for 28 per cent of group trading profits last year, increased its contribution 19 per cent to £57m (£845m).

North America, accounting for 44 per cent of group profits, raised pre-tax profits 56 per cent to £93.3m. The result was helped by strong organic growth as well as first time contributions from markets this year.

Acquisitions, mainly in the US and Benelux countries, accounted for 58 per cent of pre-tax profits growth last year, before currency losses of £23m.

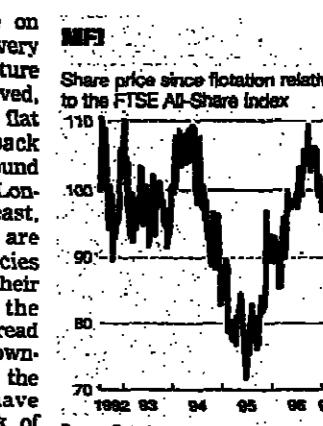
year, given that the new acquisitions will have been in for a full 12 months."

The outlook for the UK was improving after profits dipped 12 per cent last year to £15.1m. Britain's housing output was forecast to rise at least 4 per cent in 1997.

The main area of concern was continental Europe, where demands to satisfy the Maastricht criteria for monetary union were putting pressure on local currencies and restricting public sector spending on infrastructure.

## LEX COMMENT

## MFI



## Life business behind GA rise

By Christopher Adams,  
Insurance Correspondent

General Accident, the composite insurer, yesterday rewarded investors with a 10.5 per cent increase in its total dividend, as a strong performance in UK life assurance cushioned the effects of intense competition in general insurance.

Operating profits slipped from £236m to £221m (£363.6m) as competition and a £20m jump in winter weather losses eroded underwriting margins on the non-life side. A change from year-end to average exchange rates added £10m to operating profits.

But earnings from life and pensions rose 37 per cent to £105m, following the purchase of Provident Mutual last year, which contributed

£18m after integration costs.

GA said that it aimed to cover its annual dividend entirely with life profits.

A final dividend of 22.8p makes a total of 34.25p, the biggest increase for seven years and a "step change", according to analysts. The shares rose 10.4p to 84.4p.

Mr Bob Scott, chief executive, said the group would pursue a strategy of "organic growth and growth by acquisition". But he played down the possibility of another life purchase in the immediate future, saying that GA had been "surprised" at the high price tags attached to life insurers over recent weeks.

The general insurance underwriting loss deteriorated from £130m to £212m. Last November's fire in the Channel tunnel cost GA £35m.



Bob Scott: played down possibility of life purchase

The company continued to pursue its strategy of exiting from non-core businesses and building small commercial operations in continental Europe.

Pre-tax profits rose 29 per cent to £720m as investment gains jumped from £123m to £383m.

## Halifax could have £5bn in surplus funds

By Christopher Brown-Humes

Halifax yesterday suggested it might return capital to its new shareholders in a drive to make better use of surplus funds after its £1bn (£17.8m) flotation in June.

Mr Roger Boyes, finance director, said the new company would have an "inappropriate" capital structure because its funds would be above regulatory requirements. Analysts estimate the surplus at between £30m and £50m.

Mr Boyes said how the society dealt with the surplus was "urgent" but would not lead to "knee-jerk" decisions.

The group's spending options included acquisitions, bolstering organic growth, a share buy-back and a special dividend, he said. Analysts said the group could easily fund more than one of these. Potential areas for expansion include forays and long-term savings.

The prospect of a special dividend could persuade some of the society's 8.5m members, who are anticipating an average free share

windfall of £1,300, to keep shares they might otherwise have sold. But Halifax said it could put no timetable on its plans. Observers believe the shares could be worth up to £1.50 if bank shares continue their outperformance.

Halifax yesterday reported profits of £1.43bn before tax and exceptional items for 1996 - up 6.6 per cent.

However, the pre-tax line was depressed by £20m of exceptional items, comprising £133m of costs linked to its conversion to a bank and £249m to the merger and integration of the Leeds Building Society. After £33m of charges in 1995, the bill for the Leeds merger was £282m.

The society, which writes off mortgage incentives such as discounts and cash-backs in the year they are incurred, said profits would have been £265m higher if it had amortised them over a longer period.

Halifax, which will be one of the top 20 UK companies when it converts, lifted total assets to £151bn, following its purchase of Clerical Medical, the life insurer.

Lex. Page 14

## Price pressure in US hits S&amp;N

By Jenny Luebby

Smith & Nephew, the medical equipment group, yesterday revealed its estimates for currency losses for this year, prompting analysts to downgrade profits forecasts by as much as 10 per cent. The shares closed 6.4p up at 84p.

The group's 1996 results were at the bottom end of

expectations, thanks to severe pricing pressures in the US, as well as adverse currency movements.

Pre-tax profits rose 1 per cent to £178.7m (£291m) on sales up 4 per cent to £1.07bn. On an underlying basis - at constant exchange rates and on continuing businesses - sales rose by 6 per cent, the company said.

However, Mr John Robin-

son, chief executive, said currency movements, which had knocked profits by a "modest" £1m last year, could be expected to deliver £12m of losses this year, if the pound and the dollar retained their strength.

The main profit squeeze came in the US, where hospital buying groups used increased purchasing power to push down prices.

However, sales growth was strong in Asia, where it gained more than £15m in sales, and in Europe, where increased market share lifted sales 9 per cent. In the US, growth slowed to 3 per cent (12 per cent), because of government efforts to curb healthcare costs, and higher parallel imports following new healthcare alliances, such as Gehe and AHA.

## GKN to omit lawsuit provision

By Tim Burt

GKN, which is publishing its full-year figures tomorrow, has decided not to include any provisions to cover damages arising from a multi-million dollar lawsuit in the US, in spite of market expectations that it

would announce a charge of £250m-£260m (£423.8m).

Although a jury in Charlotte, North Carolina, has awarded \$347m in damages against the UK engineering group, GKN has ruled out making provisions because the judge in the case has not yet decided whether to

uphold the award.

The move is likely to surprise analysts, most of whom had factored in charges that would have severely reduced the group's forecast pre-tax profits of £265m (£322.4m).

GKN is reluctant to make a provision beforehand

because that might be seen as an admission of guilt and could be used as a benchmark for any pay-out awarded by the court.

The company is now expected to make an "appropriate provision" in its annual report as a post-balance sheet event.

## RESULTS

	Turnover (£m)	Pre-tax profit (£m)	EPS (p)	Current payment (p)	Date of payment	Dividends corresponding to year	Total for year	Total last year
Applied Glass	Yr to Dec 31	57 (42.8)	0.28 (0.06)	0.3 (10.4)	-	-	3	4.5
Asure	6 mths to Dec 31	2.19 (2.1)	0.021 (0.009)	0.06 (0.3)	Mar 28	1.2	-	3.4
Calico	6 mths to Dec 31	44.12 (42.48)	2.71 (2.11)	4.21 (2.28)	1.3	2.4	5	4.8
Canadian Pacific	Yr to Dec 31	22.8 (14.2)	2.12 (1.41)	8.7 (5.9)	2.6	2.4	5	4.8
Cofelteal	Yr to Dec 31	19 (6.65)	0.578 (0.536)	7.22 (5.23)	2	0.5	3	1
CRH	Yr to Dec 31	242.8 (191.1)	19.33 (16.54)	40.591 (35.55)	7.12	12.5	10.2	9.1
Darby	Yr to Dec 31	20.4 (15.5)	2.19 (0.955)	6.11 (5.338)	1.2	1.1	2.2	2
EFT	Yr to Dec 31	30.3 (21.5)	5.84 (5.19)	9.837 (8.43)	1.875	1.5	2.8	2.1
Epicor	Yr to Dec 31	72.4 (58.2)	5.23 (5.08)	15.5 (15.5)	6.1	7	8	8.9
General Accident	Yr to Dec 31	52.04 (57.73)	2.70 (2.69)	10.63 (9.23)	22.25	10.3	34.25	31
Great Eastern	6 mths to Dec 31	3.33 (2.01)	0.302 (0.181)	0.32 (0.18)	Mar 8	0.5	-	1
Holiday Club	Yr to Dec 31	16.01 (15.5)	1.65 (1.65)	4.22 (3.22)	1.08	3.15	3.25	5
Industrial Controls	6 mths to Dec 31	4.89 (4.22)	1.02 (0.72)	3.97 (3.5)	1.5	2.5	3.6	3.6
ISI	Yr to Dec 31	198.4 (119.9)	27.5 (24.6)	13.5 (12.6)	5.6	5	8.5	7.5
Kerry	Yr to Dec 31	1,233 (1,199)	51.2 (43.2)	26.9 (23.3)	2.58	2.25	3.03	3.33
Liver Printing	6 mths to Dec 31	10.5 (8.7)	1.26 (0.782)	5.4 (5.1)	1.3	2.1	-	2.8
Lyte	6 mths to Dec 31	10.1 (8)	0.182 (0.095)	2.24 (1.62)	0.75	4.4	-	4.4
Macmillan (AUS)	6 mths to Dec 31	10.84 (10.08)	5.85 (5.05)	4.23 (3.72)	3.344	1.1	6.689	9
Rakuten	6 mths to Dec 31	189.9 (223.5)	1.07 (1.35)	21.7 (19.7)	8.6	4.2	9.9	9
Sarco	Yr to Dec 31	307 (292)	1.3 (1.3)	1.4 (1.3)	1.8	1.8	-	1.8
Smith & Nephew	Yr to Dec 31	1,040.4 (986.4)	178.74 (176.84)	10.221 (10.28)	3.71	3.49	6	5.65
Southern News	6 mths to Dec 31	29.3 (27.3)	8.17 (8.09)	17.27 (17.15)	5	4.1	4.5	17.75
Talis	Yr to Dec 31	263.7 (267.5)	27.71 (26.8)	7.24 (7.15)	2	2	-	2
TDS	Yr to Dec 31	21.75 (21.04)	3.52 (3.51)	5.5 (5.5)	-	8.5	8.5	9.5
Waste Recycling	Yr to Dec 31	15.4 (15.5)	4.12 (4.07)	8.11 (8.7)	1.5	5	2	1.5
Wetherspoon (UK)	6 mths to Jan 31	65 (45.2)	8.11 (5.55)	20.67 (14.8)	3.4	3.1	-	9
Wyndham Garden	Yr to Dec 31	54.7 (45)	8.03 (8.57)	14 (11.7)	2.42	2.1	5.12	5.32
Investment Trusts	NAV (p)	Attributable earnings (p)	EPS (p)	Current payment (p)	Date of payment	Dividends corresponding to year	Total for year	Total last year
Fidelity Euro	Yr to Dec 31	246.58 (216.32)	0.662 (0.761)	1.25 (1.46)	0.58	Mar 13	0.6	0.6
Futurum	6 mths to Jan 31	-	-	-	2.65	Mar 31	10.25	10.25

## COMMODITIES AND AGRICULTURE

## Reports of Peruvian flood lift copper

## MARKETS REPORT

By Kenneth Gooding and Robert Corzine in London and Laurie Morse in Chicago

Copper prices rose in late London trading after Southern Peru Copper Corporation, the country's biggest mining company and one of the world's 10 largest copper producers, said operations had been disrupted by heavy rains and flooding.

SPCC said operations at its

Toquepala and Cuajone mines and its smelter at Ilo had been curtailed since Monday afternoon after damage had been caused to isolated sections of its railway, roads and tailings system.

"The effect on production cannot be determined until the assessment of damage is completed," SPCC said. But it stressed that there had been no significant damage to any of its important operating facilities and no employee had been injured.

Copper for delivery in three months on the London

LME warehouse stocks (as at Tuesday's close)

tonnes

Aluminium -7,725 to 88,430

Aluminium alloy -180 to 73,000

Copper -1,775 to 214,000

Lead -224 to 104,020

Nickel +16 to 19,400

Zone -1,400 to 10,250

Tin -210 to 10,010

Metal Exchange rose to \$4,045 a tonne in late inter-office trading after the news compared with the kerb close of \$3,935, down \$13 a tonne from Monday's close.

Nickel prices on the LME were under pressure in the afternoon as doubts about a

strike at the Russian Norilsk complex grew. "We continue to discount the possibility of a prolonged strike," said Mr Jim Lennon, analyst at Macquarie Equities, part of the Australian banking group.

Mr Lennon warned that nickel could fall another \$500

a tonne when a solution to Norilsk's dispute is found. It ended at \$8,100 a tonne compared with Monday's \$8,310.

Oil prices continued to firm as traders awaited the latest stock data from the American Petroleum Institute. Brent Blend for April

delivery, the global benchmark, was quoted at \$19.29 a barrel in late London trading, 37 cents up on Monday's close. In the recent winter months, supply data from the US has been one of the main influences on oil and refined product prices.

Soybean futures for May delivery on the Chicago Board of Trade remained above \$8 a bushel as traders continued to anticipate a strike at a Brazilian soybean export terminal.

World soybean processors have been counting on sup-

plies from Brazil's new harvest to meet growing demand for oils and meals.

The balance between supply and demand is so fragile that the market can't afford any delays in Brazilian shipments," said Mr Jerry Gidel, analyst with Dean Witter Reynolds in Chicago. There was potential for May soybean futures to rise to \$8.25 before South American supplies were available. "The South American harvest has just begun, and it could take up to a month to get things up and running," he said.

## COMMODITIES NEWS DIGEST

## Pemex produces reserves data

Mexico's state oil monopoly has produced its clearest statement to date of reserves in its chief oil producing area. The figures from Petróleos Mexicanos (Pemex) are likely to be used to argue that radical changes are not necessary for the company to remain a leading oil producer.

According to the figures, which also show the company's assumptions about its own efficiency for the first time, Pemex's in-situ hydrocarbon reserves in Campeche Sound, off the coast of south-east Mexico, were originally the equivalent of 74bn barrels of crude. To date, said the company, only 11.8m barrels have been produced, less than one-sixth of the total. Proven reserves amount to 17.1m barrels, worth almost \$140m, according to Pemex's calculations.

"Basically, these figures are trying to say that there's no need for big change within the organisation," said Mr George Baker of Mexico Energy Intelligence, a research firm in Houston, Texas. "It is also the first time Pemex has made its methodology this clear. In the past, the reserve numbers often seemed to be politically inspired."

For the first time Pemex's figures, which were audited by Netherland, Sewell & Associates, include estimates for remaining reserves - the amount the company believes it can extract from each of the wells in the area. The estimates are arrived at by multiplying the amount of hydrocarbons originally in-situ by the company's efficiency in extracting them, and subtracting what has been extracted to date.

The figures show that the most important reserve in the area is the Cantarell complex, the sixth biggest oil reserve in the world, in which Pemex intends to invest more than \$800m during the current year. Pemex officials say Cantarell will provide perhaps 150,000 barrels a day of the company's expected increase in crude production of 200,000 barrels a day for the current year.

Daniel Domínguez, Mexico City

## Bidders line up for ZCCM

By Mark Ashurst in Johannesburg

Zambia has received 27 bids from 15 international mining companies for Zambia Consolidated Copper Mines, the state-owned conglomerate that is being sold off.

The long-awaited privatisation is the linchpin of Zambia's programme of economic structural adjustment. ZCCM generates almost 90 per cent of Zambia's export earnings and is critical to the revival of its ailing copper industry.

Annual copper output in Zambia has fallen from a peak of 720,000 tonnes in 1969 to 327,000 tonnes last year, due largely to a shortage of capital to develop new reserves.

Mr Valentine Chitala, chief executive of the Zambia Privatisation Agency, said the level of interest reflected "a high level of optimism [for] the future of Zambia's mining industry".

A total of 43 groups had prequalified to bid for controlling stakes in the assets, which are due to be unbundled from the cash-strapped copper producer by the end of the year. There are nine packages of assets on offer.

Arthur Andersen identifies a number of fields in the southern gas basin which it says are likely to be developed because of changing perceptions of gas prices and markets. These include Arco's Blythe field - discovered in 1966 - and various small, satellite fields around Conoco's Viking field.

The extensive infrastructure of pipelines and platforms in the area also enhances the chances of developing a number of marginal fields.

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Seven other small southern basin fields - containing a potential 500m cubic metres of gas - could also be developed by the end of the decade, according to the study.

Successful offers are likely to be announced after a minimum of four weeks. Unsold assets will be re-tendered or transferred to a new holding company for disposal.

## North Sea gas plans revived

By Robert Corzine

The reluctance of oil companies to put forward new gas development projects in the southern North Sea because of a natural gas surplus in the UK appears to be receding, according to a new study by consultants Arthur Andersen.

The report suggests more optimistic views on the gas price, combined with the introduction of a formal wholesale gas market in the UK, have helped to persuade producers to "bring forward the fields previously delayed or considered uneconomic".

The extensive infrastructure of pipelines and platforms in the area also enhances the chances of developing a number of marginal fields.

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BG Exploration & Production's latest discovery in the North Sea

Arthur Andersen also notes that "considerable pressure" on companies to explore the deeper carboniferous layer in the southern gas basin has not resulted in significant production relative to the more productive Jurassic and Permian layers.

Reserves from the carboniferous layer of the southern basin represent only 4 per cent of the total for the area.

Meanwhile, BG Exploration and Production yester-

day announced a new oil and gas discovery in the North Sea, 160km north-east of St Fergus.

The company, which had been seeking gas condensate - naturally occurring petrol - would not speculate about the potential size of the field. But it was tested at flow rates of more than 7,500 barrels a day of light oil. The associated natural gas

flowed at a rate of 5m standard cubic feet a day.

BG E&P has entered into informal talks with Texaco, which operates the nearby Galley field, on possible co-operation in the development of the discovery.

BG E&P has a 60 per cent stake in the field, with Agip, the Italian oil company, holding the remainder.

Mr Frank Chapman, managing director of BG E&P, said it was considering forming a fast-track development plan for the field.

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## Serbia 'has to import wheat'

Serbia has imported up to 80,000 tonnes of wheat over the past three months as a result of last year's poor harvest and excessive sales from grain stocks, independent analysts said yesterday.

The wheat was bought from Argentina, France, Germany, Austria and Hungary. Serbia, which is traditionally a wheat exporter, will need to buy as much as 300,000 tonnes before the next harvest, the analysts said.

Yugoslavia, comprising Serbia and Little Montenegro, is expected to harvest between 2m and 2.5m tonnes of wheat this year, well up from the 1.5m tonnes of last year when farmers planted less because the state had failed to pay them. Farmers, still owed a total of 400m dinar (\$72m), are short of oil and fertilisers.

The socialist government does not publish figures on its grain stocks. Economists calculate the authorities sold 700,000 tonnes of wheat in the year to July 1996 to fund the country's trade deficit.

Production of sugar beet and oil seed is expected to fall sharply this year but Yugoslavia is believed to have sufficient sugar reserves to see it through until 1998.

Guy Dimmore, Belgrade

## COMMODITIES PRICES

## BASE METALS

## LONDON METAL EXCHANGE

(Prices from Amalgamated Metal Trading)

## ■ ALUMINIUM 99.7 PURITY (5 per tonne)

Closes 1,665-6 189.1-2

Previous 1,680-61 187.5-58

High/low 1,685-65 170.7-62

AM Official 1,685-67 182.6-63

Kerb close 1,688-67

Total daily turnover 265,745

Open Int. 265,745

Total daily turnover 2,836

## ■ ALUMINUM ALLOY (5 per tonne)

Closes 717.8-7 700.4

Previous 725.6-6 705.5-6

High/low 723/721 705/695

AM Official 721-22 703.5-40

Kerb close 695-7

Total daily turnover 14,165

Open Int. 1,146

Total daily turnover 1,146

## ■ LEAD (5 per tonne)

Closes 8130-40 825-35

Previous 8125-25 830/20

High/low 8125-30 825/100

AM Official 8125-30 810/15

Kerb close 810-15

Total daily turnover 50,130

Open Int. 15,341

Total daily turnover 15,341

## ■ TIN (5 per tonne)

Closes 5,900-10 5,880-5

Previous 5,785-80 5,650-60

High/low 5,810/5,785 5,625/5,600

AM Official 5,815-25 5,785-60

Kerb close 5,805-5

Total daily turnover 16,191

Open Int. 4,963

Total daily turnover 16,191

## ■ ZINC, special high grade (5 per tonne)

Closes 1,245-5 1,232-4

Previous 1,237-28 1,240-41

High/low 1,247/1245 1,257/1240

AM Official 1,245.5-54 1,255-54

Kerb close 1,250-1

Total daily turnover 86,641

Open Int. 34,208

Total daily turnover 104,849

## ■ COPPER, grade A (5 per tonne)

Closes 2,470-3 2,402-3

Previous 2,470-25 2,411-11

High/low 2,500/2485 2,424/2385

AM Official 2,470-81 2,416-17

Kerb close 2,428-3

Total daily turnover 10,204

Open Int. 2,

## CURRENCIES AND MONEY

## Dollar soars on rate rise prospects

## MARKETS REPORT

By Simon Kuper

The dollar hit a new 34-month high against the D-Mark yesterday as traders decided the US economy was rushing towards a rate rise. The US currency soared against the D-Mark in the morning on generally bullish sentiment, even before Mr Alan Greenspan, chairman of the Federal Reserve, said it was crucial that inflation be contained in the near term. Most traders now expect US rates to rise following the Federal Open Market Committee meeting on March 25.

The dollar rose 1.5 pence against the D-Mark to close in London at DM1.709. Against the yen, the US currency rallied Y10.9 to Y121.8. Ms Patricia Elbaz, technical analyst at MMS International in London, said the dollar's bounce off the key psychological support level

of Y120 was "a good signal for dollar to return to its year's high of Y124.80".

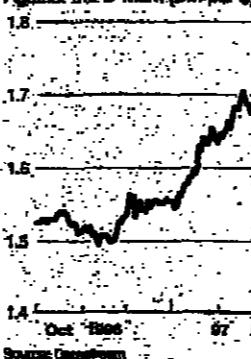
US economic data yesterday did little to lift the dollar, but offered further evidence of a buoyant economy. Mr Chris Turner, currency strategist at UBS in London, pointed out that the yield differential between US and German bonds was already at its highest level since German reunification, and was likely to rise further soon.

"The last time the 10-year bond spread was this wide the dollar/D-Mark exchange rate was at DM1.88," he said.

Mr Avinash Persaud, currency strategist at JP Morgan in London, agreed that the yield differential between the US and Germany was "fat and getting fatter". However, he added: "The market has exaggerated the scale of economic weakness in Germany. 'Bleak' is the word that most of our customers are using to describe the German economy, and I think bleak is too harsh."

## Dollar

Against the D-Mark (DM per \$)



unchanged well beyond today's monetary policy meeting with Mr Eddie George, governor of the Bank of England.

After Mr Clarke said that inflationary pressures in the UK economy seemed weak, money markets reacted strongly. Short sterling futures contracts jumped to reflect the drop in rate rise expectations. The March 1997 contract barely moved, but every contract from June 1997 through March 1998 rose by 8 basis points. The June 1997 contract is now pricing in base rates of less than 6.50 per cent, compared with today's 6 per cent level. Mr Peter Ostler, head of research at GNI in Lon-

don, said: "Just about no one in the market is now expecting a rate hike until after the general election." The election is due by May.

Short sterling futures have

risen steadily for months, as the money market had previously overestimated the prospects for higher UK rates. Last November, the June 1997 contract was pricing in base rates of nearly 7.25 per cent.

However, as so often this year, the fading of the prospect of an early rate rise failed to hit the pound. It rose with the dollar, touching a 53-month high against the D-Mark to close 2.1 pence higher at DM2.764. That was surprising, as much of sterling's post-August rally has been built on the argument that UK rates were likely to rise.

Mr Persaud said that as long as the dollar stayed strong, sterling would stay strong too.

## WORLD INTEREST RATES

## MONEY RATES

March 4	Over night	One month	Three months	Six months	One year	Lomb. int.	Dis. rate	Repo rate
Belgium	3.1	3.2	3.3	3.4	3.4	3.0	2.50	
France	3.2	3.4	3.5	3.4	3.2	3.10	4.75	
Germany	3.4	3.4	3.5	3.4	3.4	4.40	2.50	3.00
Ireland	5.4	5.4	5.4	5.4	5.4	5.2	6.25	
Italy	7.1	7.2	7.3	7.4	7.6	8.25	7.35	
Netherlands	3.1	3.2	3.3	3.4	3.3	3.0	3.00	3.30
Switzerland	1.4	1.5	1.4	1.5	1.4	1.00		
US	5.1	5.1	5.2	5.2	5.2	5.00	5.00	
Japan	3.5	3.5	3.5	3.5	3.4	3.4	0.50	0.50

## US LIBOR FT London

Over night	5s	1m	3m	6m	1y	2y	3y	5y
Interest	5.4	5.4	5.4	5.4	5.4	5.4	5.4	5.4
US Dollar CDs	5.03	5.18	5.28	5.34	5.42	5.44	5.44	5.44
EDU Linked Ds	4.4	4.4	4.4	4.4	4.4	4.4	4.4	4.4
SDI Linked Ds	3.4	3.4	3.4	3.4	3.4	3.4	3.4	3.4

\$ LIBOR Interest: Lending rates are offered rates for \$10m quoted to the market by four reference banks at 11am each working day. The banks are: Bankers Trust, Bank of Tokyo Mitsubishi, Barclays and National Westminster.

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## PACIFIC

## INDICES

## INDEX TO TITLES

## US shares continue to advance

### AMERICAS

US stocks trended upwards again in quiet morning trade as dealers took a respite from the last week's correction, writes John Authers in New York.

Airlines and technology stocks led the rise, although continuing nerves about the employment report due on Friday and its possible implications for monetary policy acted as a dampener.

By 1pm, the Dow Jones Industrial Average was up 9.23 at 6,928.15. Westinghouse, the media conglomerate, led the Dow with gain of \$1.12 to \$19.49, made on the back of a buy recommendation from Goldman Sachs.

Continued falls in AT&T and General Motors, which had announced disappointing sales figures, kept the Dow from gaining further ground, however. The broader S&P 500 index was up 2.34 at 757.65.

A strong recovery in the largest technology stocks helped the Nasdaq composite index outperform the rest of the market and it gained 11.79 to 1,322.97. Intel, the semiconductor manufacturer, was up \$24 at \$148.49, while Cisco Systems, which builds computer networks, gained 51¢ to \$54.56.

America Online, the internet service provider, rallied sharply, gaining 33¢ to \$43.39 on the news that it was opening its "chat" services to advertising. AOL's share price has seen heavy volatility in recent months, as fast growth in subscribers was

followed by legal actions alleging that its systems were overloaded.

Airline stocks fared well after United Airlines, the largest US domestic carrier, announced that its first-quarter profits would be ahead of the most optimistic Wall Street estimates. The rest of the sector gained in sympathy. United rose \$3.75 to \$83.75, Delta Airlines rose \$1.12 to \$83.75, US Air advanced by \$1.12 to \$20.75, and AMR gained \$1.12 to \$31.12.

Confirmation after Monday's market close that Conair was to be bought by CSX and much of its assets distributed to Norfolk Southern, which had been a rival bidder, fuelled a further increase in the Dow Jones Transportation index, which gained 27.74 to 2,400.85. Conair gained \$1.12 by midday, while CSX was up 8¢ at \$49.49.

TORONTO mirrored the steady morning session on Wall Street, moving modestly ahead in spite of a bad start for golds. At noon, the TSE-300 composite index was up 9.98 at 1,155.96.

Golds tumbled across the board at the sight of a bullion price dipping back below \$360. Barrick Gold came off 35 cents to \$37.75 and Placer Dome retreated 70 cents to \$27.70.

Royal Bank of Canada added 50 cents to C\$55.70 and Toronto-Dominion Bank put on 10 cents to C\$38.35. Among second-liners, Scott Paper fell C\$1.75 to C\$21.80 following news of a \$23.3-million share agreed bid.

## Sao Paulo moves up

Sentiment turned bullish on a number of Latin American markets. SAO PAULO moved ahead strongly, helped by the steady start on Wall Street and a certain amount of short-covering.

Dealers said volume stayed low, but that the mood "had clearly brightened". At mid-session, the Bovespa index was up 1.44, or 1.6 per cent, at 9,123.

BUENOS AIRES also rallied. Firmly on the downside for five straight sessions up to Monday, the Merval index

shot ahead in early trading to reach the mid-session with a gain of 11.45, or 1.6 per cent, at 727.91.

MEXICO CITY edged ahead in thin trade. At mid-session, the IPC index was up 20.81 at 2,815.73.

CARACAS moved lower following disappointing inflation figures with consumer prices for February rising 0.8 per cent after 0.5 per cent in January. The mid-session calculation saw the IBC index off 9.87 at 6,606.34.

## S Africa sinks on losses in gold shares and profit-taking

A setback for golds and post-results profit-taking for index heavyweight De Beers pushed the Johannesburg market lower. The overall index closed off 21.2 at 7,132.6.

Gold shares took a severe knock, reacting badly to a fall in the bullion price which slipped back below \$360 during the Johannesburg day.

The golds index retreated 70.00, or 4.5 per cent, to 1,429.9.

Both Freegold and Kloof fell almost 7 per cent, the former ending off R2.70 at R36.30 and Kloof losing R2.75 to R36.30.

Dries gave up R3.00, or almost 6 per cent, to R47.50.

The broad market mostly moved ahead. The industri-

als index gained 22.7 to 2,824.

Dealers said the De Beers results were well received and that the profit-taking was mostly technical.

### FT/S&P ACTUARIES WORLD INDICES

MONDAY MARCH 3 1997										FRIDAY FEBRUARY 28 1997										DOLLAR INDEX												
	US	Point	Dow's	Sterling	Local	Local	Gold	US	Point	US	Point	Local	Local	Gold	US	Point	US	Point	Local	Local	Gold	US	Point	US	Point	Local	Local	Gold				
	Index			Index	Index	Index	Index	Index		Index		Change	Index	Index	Index	Index		Index	Index	Index	Index	Index	Index	Index	Index	Index	Index					
Australia (76)	218.57	0.0	200.10	149.43	142.23	163.95	163.90	1.0	2.19	218.88	198.82	191.01	1.0	107.38	224.51	198.44	222.47	1.0	107.38	224.51	198.44	222.47	1.0	107.38	224.51	198.44	222.47	1.0	107.38	224.51		
Austria (24)	223.23	0.7	210.19	148.93	142.23	163.95	163.90	1.0	1.78	210.22	198.82	191.01	1.0	107.38	224.51	198.44	222.47	1.0	107.38	224.51	198.44	222.47	1.0	107.38	224.51	198.44	222.47	1.0	107.38	224.51		
Belgium (26)	235.44	0.0	215.53	179.82	207.27	207.27	207.27	0.3	2.22	235.88	213.98	197.57	205.86	202.15	238.54	203.54	212.82	202.15	238.54	203.54	212.82	202.15	238.54	203.54	212.82	202.15	238.54	203.54	212.82	202.15	238.54	203.54
Brazil (28)	236.15	1.0	215.24	179.59	207.27	207.27	207.27	0.5	1.34	222.74	217.55	217.55	217.55	217.55	217.55	217.55	217.55	217.55	217.55	217.55	217.55	217.55	217.55	217.55	217.55	217.55	217.55	217.55	217.55	217.55		
Canada (114)	197.41	-0.1	195.70	150.77	173.74	195.49	195.49	0.0	1.89	197.79	179.48	150.75	173.74	195.50	195.50	195.50	195.50	195.50	195.50	195.50	195.50	195.50	195.50	195.50	195.50	195.50	195.50	195.50	195.50	195.50	195.50	
Denmark (52)	362.73	0.9	342.13	277.08	319.86	319.79	319.79	0.7	1.38	361.72	325.64	275.74	317.65	317.65	317.65	317.65	317.65	317.65	317.65	317.65	317.65	317.65	317.65	317.65	317.65	317.65	317.65	317.65	317.65	317.65	317.65	
Finland (51)	218.38	-0.7	199.93	166.77	192.28	192.28	192.28	0.0	1.45	200.98	187.55	187.55	187.55	187.55	187.55	187.55	187.55	187.55	187.55	187.55	187.55	187.55	187.55	187.55	187.55	187.55	187.55	187.55	187.55	187.55		
Germany (59)	185.67	0.0	175.13	145.44	172.26	172.26	172.26	0.3	2.50	195.72	177.84	149.31	171.78	171.78	171.78	171.78	171.78	171.78	171.78	171.78	171.78	171.78	171.78	171.78	171.78	171.78	171.78	171.78	171.78	171.78		
Hong Kong (59)	494.26	0.0	452.42	377.44	435.09	435.09	435.09	0.1	3.16	492.47	444.77	373.42	429.59	429.59	429.59	429.59	429.59	429.59	429.59	429.59	429.59	429.59	429.59	429.59	429.59	429.59	429.59	429.59	429.59	429.59	429.59	
Indonesia (27)	240.70	-0.7	228.89	180.71	219.63	367.93	367.93	-0.8	3.13	251.49	226.92	191.20	220.72	220.72	220.72	220.72	220.72	220.72	220.72	220.72	220.72	220.72	220.72	220.72	220.72	220.72	220.72	220.72	220.72	220.72	220.72	
Ireland (16)	333.31	-0.9	306.97	266.00	256.00	300.49	300.49	-0.2	3.13	338.07	307.61	258.52	267.12	267.12	267.12	267.12	267.12	267.12	267.12	267.12	267.12	267.12	267.12	267.12	267.12	267.12	267.12	267.12	267.12	267.12		
Italy (58)	85.33	1.1	78.12	65.17	78.12	107.99	107.99	1.3	1.98	84.47	76.73	64.74	74.11	74.11	74.11	74.11	74.11	74.11	74.11	74.11	74.11	74.11	74.11	74.11	74.11	74.11	74.11	74.11	74.11	74.11	74.11	
Japan (140)	102.95	-0.1	102.95	98.00	102.95																											



## NEWS: ASIA-PACIFIC

■ Bank shares down 5% ■ Finance company shares down 7.3%

## Thailand lifts suspension on trading

By Ted Bardecker in Bangkok

Thai financial authorities yesterday lifted the suspension of trading in banks and finance companies, prompting a heavy selling of the stocks.

But fears of panic in the wake of Monday's announcement of emergency measures to protect the financial system were quickly dispelled as worries there might be a run on deposits failed to materialise after the central bank reassured investors that no finance company would be allowed to collapse.

## OBITUARY: Yahaya Ahmad

## Tycoon who masterminded Malaysian car

By James Kyng in Kuala Lumpur

Mr Yahaya Ahmad was the embodiment of Malaysia Inc. His death at 50 this week in a helicopter crash leaves a gaping hole in the inner circle of businessmen and politicians who guide Malaysia's industrial development.

Dr Mahathir Mohamad, the prime minister, handpicked the tycoon to control a car industry which the Malaysian premier regards as a centrepiece of his ambitious industrialisation drive. Mr Yahaya's death robs the industry of a leader as it tries to expand into fiercely competitive overseas markets.

An ethnic Malay from humble beginnings, Mr Yahaya was widely believed to have been granted considerable discount to help buy a 32 per cent stake for about M\$1.7m (US\$885m) in Hicom Holdings, the company which controls Proton, maker of the national car.

The Proton, like the "information superhighway", the national motor-cycle and the Petronas Tower, are potent symbols of Dr Mahathir's determination to give Malaysians an industrial backbone.

The leaders of these individual projects - Mr Yahaya was one of the more prominent - were the prime minister's trusted lieutenants, part of a small elite inner circle.

Mr Yahaya's success in leading Proton to record profits after he took over in late 1995 was seen as a vindication of this policy. It was also seen as a vindication of a policy of preferential treatment for the relatively disadvantaged Malay majority over the minority but economically dominant Chinese.

Mr Najib Tun Razak, the education minister and a central figure in the cabinet, described Mr Yahaya's death as an "irreplacable" loss to both the country and to the

Finance company shares lost 7.3 per cent, while banks were down 5 per cent on the domestic board and the premiums foreigners must pay for popular and highly capitalised stocks narrowed. The overall market, propped up by a joint government-private sector support fund, fell 2.6 per cent to close at 888.75, the lowest level since the aftermath of bloody anti-military demonstrations in 1992.

The balt came under selling pressure in the morning but closed only slightly weaker at Bt25.92 to the dollar, compared with Bt25.91 on Monday. Dealers in both equity and currency markets said trading was orderly.

"The market let the authorities off quite lightly," said Mr Rob Collier, head of research at stockbrokers Asia Equity. "Everyone had the perfect excuse to panic and they didn't."

Monday's announcement of new requirements that banks and finance companies raise their provisions for sub-standard loans to 115 and 150 per cent respectively - a move that will cost almost \$2bn - will reduce profits at the finance

companies by between 8 and 30 per cent and by as much as 20 per cent for the banks over the next two years, analysts estimated.

That was a fair price to pay to ensure that growing asset quality problems are being well prepared for, many analysts said.

Criticism of the piecemeal and belated nature of the plan also subsided somewhat as finance company executives realised that the measures were more pro-active than originally thought - especially with regard to the need to raise capital

with state funds if necessary.

The Bank of Thailand played down concern that a taxpayer bailed out of mismanaged companies was in the works, saying any company getting an injection of capital from the bank would be required to accept managers appointed by the central bank.

"There is still the moral hazard of not letting companies go belly-up," said one fund manager. "But I get the sense that for the first time at least some people are going to pay for their mistakes."

World Stock Markets, Page 36

## ASIA-PACIFIC NEWS DIGEST

## Japan urged to boost demand

Mr Lawrence Summers, US deputy treasury secretary, yesterday urged Japan to engineer economic recovery by boosting demand at home rather than by fueling foreign demand for Japanese exports. He warned that a return to the massive Japanese current account surpluses of the late 1980s and early 1990s "would be very troubling to the global economy".

Mr Summers, in Tokyo to attend the first meeting of finance ministry officials and central bank deputy governors from the so-called "Six Markets" group, said he hoped Tokyo would meet its target growth of 1.9 per cent in the next financial year.

He said Washington wanted Japan to aim for economic recovery based on three factors: a macroeconomic policy framework to inspire confidence in the economy; liberalisation measures conducive to private investment; and repairing the troubled financial system.

Mr Summers urged Tokyo to implement Japan's Big Bang financial deregulation as soon as possible. The Japanese government has set itself a target of 2001 to liberalise financial markets.

Mr Summers had joined talks with his G6 counterparts and central bank officials from Japan, China, Hong Kong, Singapore and Australia in the first of what is to be a regular series of meetings.

Jonathan Arnott, Tokyo

## NZ cuts spending forecast

New Zealand's new coalition government will spend NZ\$250m (US\$173m) less than forecast in the coming financial year, Mr Winston Peters (picture), said yesterday in a pre-budget statement which emphasised the importance of fiscal restraint. The coalition agreement signed between the National party and Mr Peters' New Zealand First in December forecasts increased spending on social issues by NZ\$1.3bn in the 1997-98 fiscal year. However, Mr Peters said yesterday that the June budget would show extra spending of only NZ\$960m.

Mr Peters said the budget preview would confound critics who said the coalition would be a "big spender". He told parliament the underspend was caused by timing difficulties in implementing new policies. However, he said the full NZ\$6bn in extra spending agreed by the coalition partners would be spent over the government's full three-year term. Target areas include education, extra police and improving Maori health.

Terry Hall, Wellington

## Canberra company law reform

Mr Peter Costello, Australia's federal treasurer, yesterday flagged impending reforms to the country's corporate laws, saying the government intended to overhaul rules in areas such as capital-raising, takeovers, futures and securities markets.

He claimed the current Corporations Law was "prescriptive, legalistic and out of touch with today's commercial reality. "We see corporate law as very much having an economic goal, and that goal being... to give business the opportunity to get on, with low transaction costs, with economic development, creating jobs and employment," he told federal parliament in Canberra.

Mr Costello listed areas likely to be reviewed, including "fund-raising, takeovers, futures, securities markets, directors' duties, and electronic commerce". In a later statement, he said the coalition government would aim to introduce legislation in 1998.

The initiative is likely to bring a fairly positive response from industry and financial institutions and comes after efforts to simplify corporation law by the former Labor government.

Nicki Tait, Sydney

## Australian economy picks up

Signs of a pick-up in the Australian economy in January, after a lacklustre period in late 1996, were evident when data for retail sales and housing approvals were released yesterday.

Retail sales rose 2.7 per cent, on a seasonally adjusted basis, the biggest monthly increase since March 1994. This followed a surprise 1 per cent fall in December - which, at the time, generated speculation of a further interest rate cut. Housing approvals, meanwhile, increased by 10.4 per cent, also to their highest level since March 1995.

National accounts figures for the final quarter of 1996 will be released later today. These are expected to confirm that the growth rate slipped to around 3.5 per cent, year-on-year.

Nicki Tait, Sydney

## Philippine exports down 10%

Philippine exports slipped 10 per cent in January from \$1.85bn in December, government figures reported yesterday, confirming a slower trend in export growth which last year left the country with a \$12bn trade deficit.

Led again by electronics and components, which rose from \$560m to \$738m and represented 43 per cent of earnings in January, exports nevertheless showed a year-on-year rise of 19 per cent to \$1.69bn. Manufactured goods accounted for 85 per cent of exports and rose 21 per cent to \$1.4bn. Apparel and clothing were the second highest export, in spite of falling 27 per cent to \$144m. The US was the biggest market, accounting for one-third of electronics exports.

Justin Marozzi, Manila

## Tarnished Kim appoints new premier

By John Burton in Seoul

Mr Koh Kun, a former mayor of Seoul, was appointed yesterday as South Korea's new prime minister in an effort by President Kim Young-sam to regain support following the recent Hanbo loan scandal.

The choice of Mr Koh is a popular one as he won a reputation for political integrity in previous governments, while enjoying good relations with the opposition.

The appointment is mainly symbolic as the premiership is an administrative position with little political power. Mr Koh is the sixth prime minister to serve since Mr Kim became president in February 1993.

Although Mr Lee and most other cabinet members have not been implicated in the Hanbo scandal, President Kim promised a reshuffle of senior government and ruling party officials to restore public confidence in the administration.

The main economic portfolio, including the ministries of finance, trade and industry, construction and transport, and science and technology, are expected to be affected by a cabinet reshuffle this week. Mr Koh has held a wide range of administrative posts, including heading the ministries of transport, agriculture and home affairs during the 1980-1988 administration of President Roh Tae-

woo. He resisted pressure from the central government to change the use of land for a huge public housing project being built by Hanbo.

The head of Hanbo was found guilty in 1991 of bribing officials to acquire the land.

Mr Koh, who is now head of Myongnyi University in Seoul, is the second consecutive university president to serve as prime minister. He replaces Mr Lee Soo-sung, who was president of Seoul National University before becoming premier in 1993.

Although Mr Lee and most other cabinet members have not been implicated in the Hanbo scandal, President Kim promised a reshuffle of senior government and ruling party officials to restore public confidence in the administration.

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NOTICE IS GIVEN that the General Meeting of the Company will be held at 10.30am on 27 April 1997 at Phoenix Court, 1000 London Road, London SW10 0JL for the purpose of passing a resolution to authorise the issue of 1,000,000 new shares of £1 each in the capital of the Company.

NOTICE IS ALSO GIVEN that the Company will be entitled to receive the proceeds of the issue of the new shares.

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# Italian price rises kept to 2.4 per cent

Robert Graham reports on hopes of lower rates of inflation ahead

Italy's headline inflation in February fell to 2.4 per cent amid optimism from the treasury minister, Mr Carlo Azeglio Ciampi, that consumer prices could fall still further.

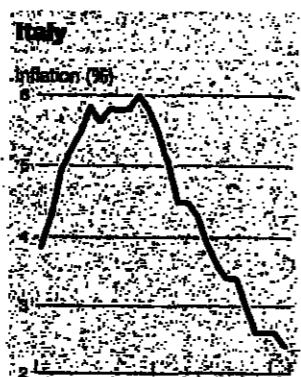
In February consumer prices increased 0.1 per cent compared with the 0.2 per cent of January, according to figures released yesterday by Istat, the official statistics institute.

The February figures, in line with preliminary returns from the main cities, confirm that Italy's inflation is now well within the EU norm and below the 3 per cent ceiling fixed under the convergence criteria for joining the single currency.

"The figures released by Istat confirm the declining trend of inflation in Italy, and I hope it will continue to drop in the coming months," Mr Ciampi told a senate hearing.

Trade unions greeted the figures with calls for the Bank of Italy to ease further its monetary policy by cutting interest rates. With a discount rate at 6.75 per cent, Italian rates are still among the highest in Europe. The unions believe only lower interest rates can kick-start the economy which this year is likely to grow around only 1 per cent - half the original government projection.

However, the Bank of Italy in the first of its biannual reports released this week remained cautious on the course of inflation. The report highlighted the impact of recent wage increases which would only be compatible with annualised inflation below 3 per cent if companies squeezed their profit margins.



A more detailed examination of the inflation figures also shows the government has little ground for complacency against a backdrop of depressed domestic demand and a stronger lira with lower import prices. An important component in the downward trend this year has been attributable to lower food prices, especially the cut in the VAT on meat to 10 per cent from 16 per cent. On a year-on-year basis if the foods component is excluded, inflation is running at 2.7 per cent.

From next month the figures will also have to accommodate a 2.5 per cent increase in railway fares and a slightly bigger rise in tobacco and cigarettes. Yesterday Mr Antonio Marzano, economic spokesman for Forza Italia, the main opposition grouping, warned inflation could rise in the second half of the year. "Inflation is declining, but this is not the result of reducing production costs - rather a fall in profits," he observed. "Thus if demand picks up inflation will reappear because costs haven't been cut."

## France sets out plan to ease in transfer to euro

By David Buchan in Paris

French financial markets plan to switch their wholesale dealing and settlement operations to the euro at the start of 1998, but will provide bank customers and share investors with the option of having accounts and quotations in francs as well as euros until the definitive disappearance of the national currency in 2002.

This is the thrust of a joint report this week on the "transfer to the euro" by the Bank of France and the French Association of Credit Institutions (Afecs).

The report confirms French financial institutions' desire to soften the impact of their switch to the euro on January 4, the first working day of 1998. Paris thus still plans to make a more rapid switch to the euro than any other big European financial centre, but without frightening customers. During the transition period (1998 to 2001) financial institutions will still have to convert transac-

tions in euros back into francs for share issuers and investors who still want their accounts in francs. Banks would have to do the same for their customers. This reflects the rule, dubbed "ni-ni" (neither-nor) by which financial institutions would neither be able to force a customer to adopt the euro nor refuse customers who want to opt for the euro.

Mr Hervé Hannoun, the Bank of France deputy governor, said yesterday: "The importance of the report is that we now have agreement of the entire Paris marketplace on the principles of the move to the euro." He added that new payment arrangements "will give us the capacity to respond to any demand by customers - probably mainly from big companies - to start using the euro before the end of the transition period".

The report is intended as a rule-book for financial institutions to plan their reorganisation and investment for the switch to the euro.

The Financial Times plans to publish a Survey on Merseyside

on Thursday, April 3

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FT Surveys

## Albania forces Italy to make hard decisions

The deteriorating situation in Albania has provided Italy's centre-left government with an ideal opportunity to demonstrate its oft-repeated aim of playing a more active role in European foreign policy.

The first sign of this activism came on Monday when helicopter-borne Italian marines rescued 38 foreign nationals from the strife-torn southern port of Vlorë. Although most of those rescued are Italians, the mission was also carried out at the request of other "friendly" governments which felt their nationals were at risk.

Not all Italian investment has been legitimate. Officials concede that Albania has been used to recycle money from mafia groups among the Sacra Corona Unita operating in Puglia and the Neapolitan Camorra. Organised crime has become increasingly bold in contraband across the Adriatic from Albania to Italy - mainly cigarettes and drugs (marijuana has been grown in the last three years in southern Albania).

No other European Union country has greater influence over Albania than Italy. Apart from geographical proximity across the narrowest point of the Adriatic, Italy is the largest supplier of aid and the most important trading partner. Since 1981 Italy has been present in Albania with aid backed initially by some 1,000 military personnel to help establish basic infrastructure such as roads, water and electricity.

Over the past five years more than L300bn (\$177m) in aid has

been successfully disbursed.

Italy has also become by far the largest trading partner. Two-way trade in the first ten months of 1996 totalled L740bn. Of this L205bn covered Albanian goods sold to Italy. Much of this comprised consumer products produced by a growing number of Italian funded mini-enterprises in such sectors as shoes and textiles. Some 500 Italian companies have set up in Albania, taking advantage of the lowest wages in Europe and attractive fiscal concessions.

Not all Italian investment has

been legitimate. Officials concede that Albania has been used to recycle money from mafia groups among the Sacra Corona Unita operating in Puglia and the Neapolitan Camorra. Organised crime has become increasingly bold in contraband across the Adriatic from Albania to Italy - mainly cigarettes and drugs (marijuana has been grown in the last three years in southern Albania).

The mafia is also behind the flow of illegal immigrants. Since January 800 have been stopped by the Italian authorities but many more are believed to have successfully entered the country. Only 35,000 Albanians have residence permits but the clandestine population (including a large number of prostitutes) could be four times this.

Last month Mr Piero Luigi Vigna, head of the national anti-mafia authority, said the authorities had information that linked Italian organised crime to the col-

lapse of the pyramid banking schemes in Albania. An investigation is under way to establish the precise role of the mafia in the banking scandal that initiated protests against the Berisha government last month. This includes a report that one of the Albanians suspected of being behind the pyramid scheme organised a shipment of \$130m from Vlorë to Italy on January 13, two days after the scandal broke.

With the benefit of hindsight, the Italian authorities were slow to react to the presence of organised crime in Albania. Only last year

did the Italian government begin to exert pressure on Tirana to clamp down on contraband. This led to some 35 fast motor-boats being seized in one night by the authorities in Vlorë.

The Italian authorities are waiting to see what shape the new government will take in Tirana following the weekend dismissal of the former cabinet. "Until this clarifies, we don't know who to deal with," said a foreign ministry spokesman. But if the authoritarian trend continues, Italy will have to consider sanctions to force a dialogue between the government and

opposition. It will also be called upon to offer more direct aid, separate from any proposals from the International Monetary Fund.

The big fear is of a mass Albanian exodus across the Adriatic provoked by civil unrest. The last time this occurred, in 1991, Italy sent some 27,000 Albanians back in chaotic circumstances packed aboard the rusting ship on which they had escaped. Now such large-scale repatriation would be more difficult to justify in the light of international opinion.

Robert Graham



Protests in Vlorë: Italian marines rescued foreign nationals from the Albanian port earlier this week



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## NEWS: WORLD TRADE

\$7bn project reluctantly abandoned after BA and United Airlines promised too few orders

## Why Boeing scrapped super-jumbo plan

By Michael Stapinker,  
Aerospace Correspondent

British Airways and United Airlines of the US both told Boeing that they wanted to buy new 550-seat jets, but were not prepared to place large enough orders to make production commercially feasible, according to Mr Bruce Dennis, Boeing's vice president for marketing.

Boeing recently scrapped its plans to build the super-jumbo, although its European rival Airbus is sticking to its own plan for a similar airliner.

Mr Dennis said designs of the planned Boeing 747-600 had been extensively tested in wind tunnels.

BA had played a substantial part in designing the

proposed aircraft, he said.

In January, Boeing announced that the market for the 747-600 was not large enough to justify the \$7bn development cost. Mr Dennis said Boeing had abandoned the project reluctantly as BA was one of its leading customers.

"You just hate to look at one of your best customers and say, 'We just can't do it at this time,'" he said. Boeing would continue to re-evaluate the market for aircraft of more than 500 seats to see whether it was feasible to manufacture them.

BA last week told a UK public inquiry into the building of a fifth terminal at London's Heathrow airport that it remained convinced

that aircraft with more than 500 seats would be

Boeing has been arguing with Airbus Industrie, the European consortium, over the size of the market for aircraft of 500 seats or more. Airbus says the market is big enough for it to continue with plans to build the A3XX, a family of aircraft with between 470 and 600 seats.

Mr Dennis said Boeing believed that if such an aircraft was built, only 480 would be sold over the next 20 years. Airbus is due to present its latest estimate of the market for large aircraft tomorrow.

Mr Dennis said Boeing, in its annual market forecast, predicted that airlines would

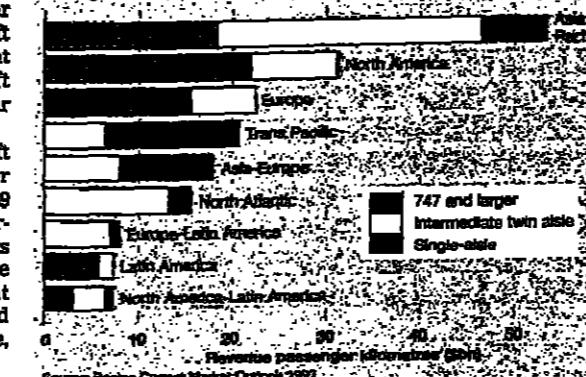
buy a total of 16,160 new jets worth \$1,000bn over the next 20 years. Almost 70 per cent of these would be smaller single-aisle aircraft. Aircraft of this size would account for 43 per cent of aircraft spending between this year and 2016.

Intermediate-sized aircraft would account for 23 per cent of sales by unit and 39 per cent by value. The market for aircraft of 400 seats and above, including the Boeing 747, would account for 7.3 per cent by unit and 18 per cent of expenditure, Boeing said.

Mr Dennis said that by the end of this year, Boeing would be producing a record 40 aircraft a month. He said, however, that airlines were keeping orders in line with

The shape of the world fleet

Average annual incremental traffic 1997-2016



traffic growth which is expected to rise by an annual average of 4.9 per cent over the next 20 years.

Mr Dennis said: "There's no sign of the overhauled airplane buying spree of the late 1980s."

## WORLD TRADE NEWS DIGEST

## France raises aero exports

France last year increased its aerospace exports by 28 per cent to FFr68.1bn (\$10.2bn), with foreign sales amounting to nearly two thirds of total turnover. Mr Serge Dassault, president of the French aerospace trade association (Gfais), predicted the export boom would continue on the back of last year's 55.1 per cent rise in civil export orders and 32.6 per cent increase in foreign military sales. He forecast the industry's total turnover - FFr108.4bn in 1996 - would show another 7 per cent rise this year to reach FFr115.6bn. Mr Dassault said that the rise in military exports was led by Eurocopter, which is Aerospatiale's joint subsidiary with Daimler-Benz Aerospace, Turbomeca and his own aircraft company, which is delivering Mirage 2000-5 jets to Taiwan.

David Suckin, Paris

## Warning on Australian tariffs

Mitsubishi Motors Australia (MMA) yesterday said the Australian motor industry would not survive until 2010 if the Australian government accepted a proposal to cut tariffs to 5 per cent by 2004. "We believe if the government adopts the Productivity Commission proposal it is a matter of when, not if the industry ceases," Mitsubishi's managing director Mr Mike Quinn said. He added that benefits of a tariff cut from 15 per cent in 2000 to 5 per cent in 2004 were very small. "The risk is enormous, the risk is that you would lose the industry and lose 100,000 jobs," Mr Quinn said. Reuter, Adelaide

## Itochu studies Vietnam move

Itochu of Japan is studying the viability of setting up a joint venture with a Vietnamese company to sell small and mid-sized trucks and buses made by Itochu Vietnam, which is to start production of these vehicles next month. "We are now considering plans to set up a joint venture to sell Itochu-made trucks and buses in Vietnam in April," said an Itochu spokesman, "but we are still undecided on partners for the venture."

Between 1993-96 the US adopted 22 measures to promote human rights and democracy. Thirteen countries were targeted: Angola, Bosnia, Burma, Burundi, China, Croatia, Cuba, Georgia, Guatemala, Haiti, Nicaragua, North Korea, Sudan and Syria.

Fourteen laws or executive actions, imposed to combat terrorism, were targeted towards Cuba, Iran, Iraq, Libya, Nicaragua, North Korea, Sudan and Syria.

NAM recommends proposed sanctions should be subject to specific criteria relating to effectiveness. They should also lapse, unless reauthorised by Congress, or be waived, if the president determines it is in the national interest to do so.

Sanctions and export controls have cost US companies engine orders from Airbus, infrastructure energy projects in China and the rice market in Iran.

A decision by the US Export-Import Bank not to

finance the Three Gorges Dam project for environmental reasons cost 240 jobs over five years to Voith Hydro of Pennsylvania. Instead, the 12 hydroelectric turbines will be made at Voith's parent company in Germany.

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As the US has increasingly resorted to unilateral sanctions, it has drawn fire from its allies. Particularly abhorred is the use of "secondary boycott measures," extended against companies which do business in the countries targeted for sanctions.

These measures, such as those enacted last year against Cuba, Libya and Iran, "clearly violate numerous international agreements to which the US is a party," the report says. US business has paid a steep price for its sanctions policies, according to NAM.

"Foreign companies and governments are understandably reluctant to enter into any long-term commercial relationship with US companies if the threat of sanctions looms," says the report.

Sanctions and export controls have cost US companies engine orders from Airbus, infrastructure energy projects in China and the rice market in Iran.

A decision by the US Export-Import Bank not to

Trinity Holdings of the UK yesterday said it had won orders to supply 421 double-deck buses to Hong Kong's three largest bus operators in a deal worth around \$70m (£45m). Reuter, London

The Nikkei Kogyo newspaper earlier reported that Itochu would set up a 50/50 joint venture with Saigon Automobile Mechanical Corporation with an annual sales target of 200 to 300 units.

AFX Asia, Tokyo

## Bangladesh port plan

TCM Group of the UK has proposed building Bangladesh's first privately-owned container port in the southern port city of Chittagong. The group is leading a consortium of five companies to raise the \$300m finance needed for the project.

The group has already asked the government for 300 acres of land at the mouth of the Kamaphuli river which skirts the city. The port will be built on a build, own and operate or build, own and transfer basis. The government has welcomed the proposal. "We definitely need another port in Chittagong and we are looking at the proposal very closely," said industry minister Tofail Ahmed. The government has opened up the country's ports and port services to private sector investment, but investment in the country has been slow.

Kasra Nabi, Dhaka

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A decision by the US Export-Import Bank not to

## Trade sanctions are hurting US business, Congress is told

By Nancy Dunnin  
in Washington

The US has enacted 61 laws and executive actions over the past four years in an attempt to punish, isolate, or change the behaviour of 35 countries. These actions have cost US companies up to \$790bn in potential exports, according to a report issued yesterday by the National Association of Manufacturers.

Sanctions range from bans on the sale of military goods, levied against Nigeria in 1993, to the prohibition of economic assistance, to outright embargoes on trade and investment. NAM says they rarely achieve their ends.

"They have yet to topple a targeted government," the report says. "They provide an external scapegoat for well-entrenched regimes to compensate for domestic failings. Once launched, they are extremely difficult to terminate."

The report is part of a stepped-up effort by the US business community to convince the current Congress of the lessons learned by its predecessors - that unless sanctions have broad multilateral support they are largely ineffective.

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## Sell-off tests waters of Moroccan reform

Casablanca's utilities sale has been caught in a flood of political wrangling, writes Roula Khalaf

**M**ore than two years after France's Lyonaise des Eaux was invited by the Moroccan government to take over the distribution of water and electricity in Casablanca, the company has become the centre of controversy and has yet to see the contract it negotiated approved by local authorities.

The contract that Lyonaise negotiated highlights Morocco's struggle as it moves towards a liberal economy and a more open political system.

The troubles surfaced when it became clear that a city which already pays more than its Mediterranean neighbours for electricity will end up paying even higher prices as a result of the contract.

But attacks on the deal have been compounded by political opposition. While some are urging greater transparency in awarding contracts, others are fighting to safeguard entrenched special interests.

Morocco's expanding financial capital needs expert help. In agriculture-dependent Morocco, rain is usually a reason for rejoicing. But in Casablanca, home to 3m people and 60 per cent of the country's economic production, rain brings flooding because rain-water drainage systems are inadequate. Waste water disposal is even worse, with sewage dumped off the coast.

The RAD, the public water and electricity distribution company, has not made a profit for years. The government committed to cutting Morocco's external debt burden, is no longer willing to guarantee the credits the RAD receives from the World Bank, thus preventing it from investing in maintenance and repairs, let alone

expansion.

In 1994, the Moroccan government decided the problem was out of control. Given Morocco's warm relationship with France, the government invited Lyon-

## Oil-rich Venezuela looks to petrochemical future

By Raymond Colitt  
in Caracas

For decades Venezuela's petrochemical industry has been overshadowed by the country's principal economic activity - oil.

Short of capital and know-how, the petrochemical industry was geared primarily towards the limited domestic market, while vast quantities of associated gas, a key raw material in petrochemicals, have been pumped back into the oil wells.

Venezuela's petrochemical concern, Pequiven, a subsidiary of the state oil company PDVSA, is seeking to promote the sector with an aggressive expansion plan to push the country into the global chemicals market. By 2003 Venezuela hopes to double and diversify its petrochemical production.

The cornerstone of the plan is to seek further private investment, both domestic and foreign, and redirect the industry to international markets.

Unlike the petrochemical industry, petrochemicals have been open to private companies.

Pequiven's 18 joint ventures

with largely domestic private companies account for 35 per cent of capacity and nearly half of all products.

Eager to increase its chemical exports from \$700m to close to \$3bn within a decade, Pequiven is seeking associations with players in the global market. Recently Pequiven and Mobil agreed a \$1.5bn olefins plant in eastern Venezuela.

Venezuela's comparative advantages include abundant natural gas, inexpensive hydroelectricity, as well as its relative proximity to key markets. Proven gas reserves are around 267,000 cubic feet. The petrochemical industry would use one-tenth of total gas production in 2003, estimated at 800 cu ft per day.

These advantages, says Mr Raymond J. McGowan, president of Mobil Chemical Company, will allow the new plant to be "one of the world's lowest-cost producers."

The global chemical market is a cut-throat world. Pequiven officials admit, and have thus decided to focus on developing products where they see strong competitive advantages. These are fertilisers, olefins and oxygenates (methanol).

A planned law would allow the sale of at least 50 per cent of Pequiven, the first initial public offering of any PDVSA subsidiary.

The bill stands a chance of being approved by congress, says Mr Nelson Chitty, head of the social Christian party, Copei.

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## CONTRACTS &amp; TENDERS

## REPUBLIC OF AUSTRIA

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Announcement of a

Tender for a Mobile Telecommunications Licence in the 1.8 GHz band

The Federal Ministry of Science and Transport hereby announces a tender for a licence to provide mobile telecommunications services in the 1.8 GHz band. One licence will be issued with a national scope.

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For further information please contact Mr. Sznajl, Austrian Telecommunications Regulatory Authority in the Ministry of Science and Transport, Section IV, Vienna, Kelsenstrasse 7, A-1030 Vienna.

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REUTERS**

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JAPAN

# Peru rebels unmoved by Cuban offer

By Sally Bowen in Lima

President Fidel Castro's assurance that Cuba is prepared to offer a haven for the hostage-takers at the Dominican Republic's residence in Peru was greeted with relief in both Tokyo and Lima yesterday. But Mr Nestor Corpa, leader of the left-wing guerrillas who are holding 72 hostages, dashed hopes of a solution when he "clearly and adamantly" insisted he was not interested in exile.

Speaking on Monday evening after a surprise visit by President Alberto Fujimori, Mr Castro said he considered

it a "moral duty" to make a "modest contribution towards resolving the problem". There has been no official indication from the Dominican Republic, also visited by Mr Fujimori, that it is ready to be an alternative refuge.

The Peruvian president's whistle-stop Caribbean trip is being seen by some analysts as an indication that his much-vaunted "oriental patience" - he is descended from Japanese immigrants - is wearing a little thin. But there is no sign that the Tupac Amaru Revolutionary Movement is ready to abandon the residence or the

country - at least, not until it sees some of its key demands met.

If anything, Mr Fujimori's weekend trip seems to have irritated Mr Corpa. For the first time in many days yesterday, the guerrillas launched a propaganda initiative, hanging messages printed on sheets from the windows of the residence. They exhorted Peruvians to "fight for your rights". Another stated ominously:

"Surrender is not the way of followers of Tupac Amaru."

Meanwhile, the direct talks between a government representative, Mr Domingo Palermo, the education min-

ister, and the guerrillas have fallen into a predictable pattern. For three weeks, three times a week, an armoured car imported from Canada and bearing the Red Cross badge enters the residence and transports the MRTA number two, Mr Rol Rojas - and sometimes Mr Corpa - a few yards across the road to the house designated and equipped for the conversations.

The chief stumbling block remains the guerrillas' refusal to abandon their main objective: the liberation of an unspecified number of their jailed comrades. Latest figures indicate some 370 are detained. Their spokesmen have repeatedly claimed they will not settle for less, though improvement of prison conditions is also part of their agenda. Mr Fujimori is equally, if not more, insistent that no prisoner convicted of terrorism in Peru will be freed.

Mr Fujimori, whose popularity has dipped in recent months, believes that the longer the crisis drags on, the more he has to lose. Although there has been a tacit agreement by the opposition and the media to avoid criticising his administration's handling of the crisis, in the past few days Mr Fujimori has himself raised the question of responsibility.

In what appears to be an attempt to protect his close and trusted allies in the national intelligence service (SIN) and the armed forces, he has shifted blame for the storming of the residence on December 17 - and the embarrassing ease with which a handful of youthful, jungle-trained guerrillas outwitted the security forces - on to the national police.

The SIN, according to Mr Fujimori, passed information of a possible attack on to police in Lima but, by error or incompetence, the information was not acted on.

AP, Washington

## Democracy working magic in Mexico City

The clean-up is under way although the vote is still months off, reports Leslie Crawford

It is the city with the worst pollution record in the world. There is not enough water for its 8.5m residents. The metropolis is sinking under its own weight and is prone to devastating earthquakes. Crime is on the rise. Its economy is in the doldrums. Protest marches snarl up traffic every day.

By almost any measure, Mexico City has become an ungovernable monster. Residents complain about the smog, water shortages and the corruption at city hall, because complaining is all they can do: they have never had the chance to elect their city authorities.

The reprobate, or city mayor, has always been a rising star of the ruling Institutional Revolutionary party (PRI) and a trusted lieutenant of the president. As a result the job has had to do with building power bases and dispensing patronage than with responding to the needs of the sprawling city.

All this may be about to change. Electoral reforms will enfranchise Mexico City's inhabitants in July, when for the first time they

will elect a mayor and a city assembly with the power to oversee local government expenditure.

The arrival of politics has had dramatic effects.

As if by magic the capital's desultory public works programme has sprung back to life. Bridges are being completed, metro lines are being extended, and friendly cops police neighbourhoods on bicycles. The capital has finally reached an agreement with conurbated towns to build three water treatment plants for the vast metropolitan zone, home to 20m people or a fifth of Mexico's population.

The sudden burst of activity, however, may have come too late to help the PRI's electoral chances. Almost every opinion poll of city residents this year has put the PRI in third place, behind the conservative National Action party (PAN) and the left-wing Revolutionary Democratic party (PRD).

The polls reflect deep resentment of an economic crisis which has slashed real incomes, as well as genuine alarm at rising crime.

According to the police

department, one violent crime is committed every two minutes in the capital, a 50 per cent increase since the peso devaluation in December 1994. Residents blame the PRI.

There is a growing popular perception that the PRI has become part of the problem, not its solution," says Mr Daniel Lund, a pollster for Mori, the international polling company.

The PRI, however, has not yet thrown in the towel. Losing the capital would be a devastating blow for the party that has ruled Mexico for 57 years.

An elected regente will take command of 206,000 city hall employees, 50,000 police officers, and an annual budget of almost \$5bn. Die-hard PRI members believe this is too big a prize to hand over to the opposition.

The PRI is therefore seeking to revamp its image before a jaded electorate. At a primary last month it chose Mr Alfredo del Mazo, a former governor and one-time presidential hopeful, as candidate for the mayoral race. Mr Del Mazo, who is television-trained and has a

reassuringly deep voice, struck an appropriately humble note in his acceptance speech. He said his campaign would consist mainly of listening and learning from Mexico City's long-suffering residents.

The bribery allegations are particularly damaging to the PAN, which has built its reputation as a paragon of moral rectitude and clean government.

"My main fear is that the PRI will run a dirty campaign, and that Mr Zedillo will be drafted to help the PRI win the election," says Mr Carlos Castillo Peraza, a former PAN president picked as the party's candidate in primaries on Sunday.

In December, President Ernesto Zedillo dismissed his attorney-general, Mr Antonio Lozano, the only PAN member in the cabinet. Mr Lozano is now embroiled in a scandal involving the illegal remuneration of witnesses in the trial of Mr Raúl Salinas, brother of former president Carlos Salinas, who is accused of instigating the murder of a PRI leader.

The leftwing PRD voted overwhelmingly on Sunday evening to select its former presidential candidate and so-called "moral leader", Mr Cuauhtémoc Cárdenas, for the mayoral race.

Whoever wins will have to deal with an avalanche of pent-up demands and have only three years in which to make a difference to the lives of Mexico City's inhabitants. Some analysts see potential pitfalls in the shortened term of office of the capital's first elected mayor.

"The task of governing Mexico City is a poisoned chalice," says Mr Guillermo Valdés, a political analyst at GEA consultants in Mexico City. "It could be the political tomb of whoever wins the election."

### AMERICAN NEWS DIGEST

## Republicans in call on funding

Republican congressional leaders called yesterday for an independent counsel to investigate Clinton administration campaign fund raising.

With Vice President Al Gore admitting he telephoned donors of funds to the Democratic party from the White House, Mr Newt Gingrich, the House Speaker and Republican leader, said the scandal was becoming "bigger than Watergate".

The Senate Majority Leader, Mr Trent Lott, also a Republican, said Mr Gore's conduct raised a "serious question" of wrongdoing that warranted investigation by an independent prosecutor. He told reporters Senate Republicans might lead a drive for an independent counsel. Such investigators look into possible wrongdoing by government officials.

AP, Washington

### 'No' vote for mega-Toronto

Residents of the six municipalities that make up metropolitan Toronto have voted overwhelmingly against an Ontario provincial government proposal to amalgamate them into a single "mega-city".

The province's Conservative government, implementing what it calls a "common sense revolution" to improve public finances, has promised big savings by rationalising municipal services. Under the amalgamation plan, the number of city councillors would fall from 120 to 44.

A well-organised and imaginative campaign against the plan has attracted growing support.

Critics say the cost savings are unproven, and amalgamation will undermine the local community spirit that has made Toronto (population 2.3m) one of the world's most admired cities.

Bernard Simon, Toronto

### Clinton bans cloning research

President Bill Clinton yesterday banned federally funded human cloning research and asked private scientists voluntarily to enforce a similar moratorium until government advisers have reported on the issue.

The ban is broader than the prohibition on US-funded human embryo research in effect since 1994, and Mr Clinton said his intent was to close any loopholes pending the review of cloning he has requested from his National Bioethics Advisory Commission.

"Any discovery that touches upon human creation is not simply a matter of scientific inquiry," the president said. "It is a matter of morality and spirituality as well."

Mr Clinton has asked the commission to review the legal and ethical issues involved and to report its findings within 90 days.

Reuter, Washington

### World Bank to review dam

Environmentalists yesterday hailed a decision by the World Bank to review the environmental and resettlement problems associated with the 87km Yacyretá dam on the border between Paraguay and Argentina.

The review process was triggered by a complaint by a Paraguayan non-governmental organisation that Argentina was not abiding by commitments to ameliorate damage.

The Centre for International Environmental Law credited Mr James Wolfensohn, the World Bank president, with helping the reluctant borrowing members of the board reach a compromise allowing the review to go forward.

Nancy Dunne, Washington

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## NEWS: UK

Future of troubled English factory seems assured after 'co-operation' from government

## Ford chief confident of state subsidy

By Haig Simonian in Geneva

The long-term future of Ford's Halewood plant in north-west England seemed virtually assured yesterday after a statement from Mr Jac Nasser, chairman of Ford of Europe. He gave the clearest indication so far that the company expected to receive a satisfactory subsidy from the UK government to continue carmaking beyond 2000.

"We've had very good co-operation from the UK government," he said at the Geneva motor show. "I believe the signs are good; I'd say we're on track."

Ford last month averted a strike at its UK factories after agreeing to reduce the planned Halewood redundancies to 980, from 1,300, and indicating its wish to build the new Escort derivative there after production of the current-generation car ends in 2000. The decision on the new vehicle was, however, contingent on satisfactory government aid.

Mr Nasser said the outlook for Ford's other UK plant, at Dagenham in east London, was good given the expected growth in Europe's small car market. Dagenham, which builds the Fiesta hatchback, was designated as the lead plant for the next generation

Fiesta during last month's negotiations with trade unions.

The company, which this week unveiled its new Puma coupe to broaden its small car range, said it expected the "supermini" – typified by the Fiesta – to account eventually for 35 per cent of the European market compared with 32 per cent now. "And we're probably on the low side," said Mr Nasser. That would imply sales of an additional 600,000 small cars a year in Europe – albeit at the expense of other vehicles.

Mr Nasser said the position of Ford's Fiesta plant at Cologne in Germany had also been strength-

ened. However, he declined to give any guarantee that the next generation of Ford's Scorpio executive model would be built in the country. Scorpio sales have dropped to about 30,000 a year, and it is widely believed the successor vehicle will be imported from the US under Ford's up-market Lincoln brand.

Mr Nasser did not exclude the possibility of German job cuts in that event. But he said the current vehicle, due for a facelift this year, was likely to remain in production for at least another two years.

Lex, Page 14  
Peugeot-Citroën appeal, Page 15

## Tractor output rises by 43% in four years

By Peter Marsh in London

The UK's tractor industry last year reached its highest output since 1985, underlining a solid improvement in a business viewed as a symbol of manufacturing strength.

Britain last year made a third of all farm tractors produced in western Europe, with output well in front of Germany and France. It also edged ahead of Italy, the European leader in 1985.

Factories produced 70,432 tractors, 9 per cent up on 1985 and 43 per cent ahead of the 49,000 recorded in 1992 during the last recession.

The figures – from Off-Highway Research, a London consultancy – illustrate the improvement across much of UK manufacturing in recent years, particularly in areas requiring a flexible workforce to switch between products.

In modern tractor facto-

ries, virtually every machine is different, reflecting the range of requirements of farmers.

Mr Chris Barrow-Williams, a tractor expert at Off-Highway Research, said the UK had a "good record" in catering for this diversity through flexible work patterns. Low labour costs and a strong component industry were also factors.

The industry's performance was almost entirely the result of efforts by three manufacturers which are responsible for 98 per cent of UK production. They are Agco and Case of the US, and New Holland, in which Fiat of Italy holds a majority stake.

The remainder comes mainly from J.C. Bamford Excavators, the privately-owned UK construction equipment company.

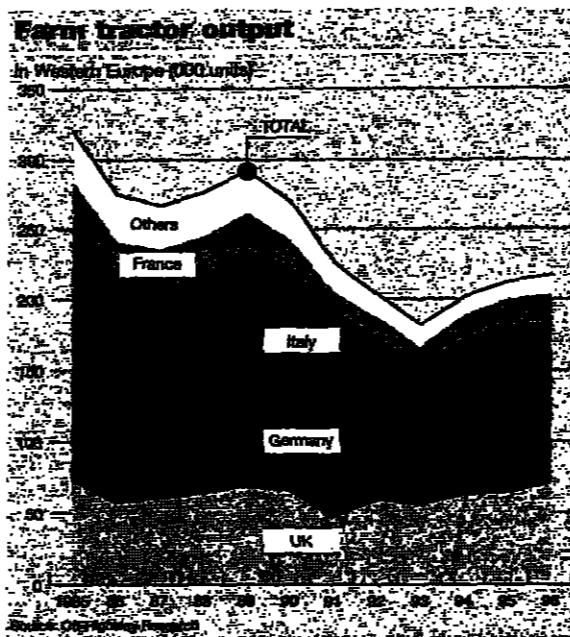
Tractor sales from UK factories, 85 per cent of which

are exported, total about £23bn (\$3.3bn) a year. The industry employs about 10,000 people including those in supplier companies.

For much of this century, tractor production has been seen as an icon of industrial virility, particularly in Communist Russia. An official at the UK Department of Trade and Industry said the figures were "good news".

According to the consultants' data, which are based on manufacturers' figures, the UK last year made almost as many tractors as it produced in 1985 – when the figure hit 72,500 – while tractor volumes in Germany, France and Italy have declined by at least a third since then.

The output falls by in Europe's other three main tractor-making countries mirror the 32 per cent drop in total west European tractor output between 1985 and



1995, from 320,152 to 217,544.

While the UK's share of European output dipped in the late 1980s and then recovered, with a particular spurt from 1992 onwards, the three other countries have seen consistent declines in tractor production from

which they have been unable to recover.

Germany made 85,800 tractors in 1985, but only 42,300 last year, while production in France over the period has fallen from 32,850 to 19,800 and in Italy from 92,850 to 63,300.

John Wightman, Political Correspondent

A Labour government would move the Budget from November back to March, returning to the system of separate announcements on government spending and taxation. Aides to Mr Gordon Brown, the opposition party's shadow chancellor of the exchequer, yesterday confirmed that he was "strongly minded" to scrap the combined Budget and autumn statement introduced by the present government in 1993.

Claiming that the move would be "sensible and popular", Mr Brown's advisers said there was wide agreement that the reforms had introduced more problems than it solved. "It is clear that the November Budget has not been popular with the City or parliament."

Mr Brown was prompted

to confirm the plan by Conservative trauts that a Labour government would have two tax-raising Budgets in quick succession.

Labour said it would announce a Budget within weeks of taking office, but would wait until February or March for its next tax statement.

Since Mr Brown is committed to sticking

within the government's spending plans for next year, there would be no need for a spending state-

ment in the autumn.

Officially, Mr Brown has

not decided whether to shift the unified tax and spending announcement to March or to revert to the old system.

However, it is understood

that Mr Brown believes

there are powerful arguments for separating tax and spending.

Some Treasury officials

would welcome a return to

the old arrangement

because the unified Budget

has imposed a very heavy

workload in the second half

of the year. Critics of the

reform believe it has stifled

debate on spending priorities.

They also argue that

moving tax decisions fur-

ther towards the end of the

tax year in April would

make it easier to assess the

trend of tax revenues for the

following year.

Mr Ian Barlow, head of

tax at accountants KPMG,

said: "The combined Budget

seems like a good idea at

the time, but it has not

proved to be so."

Senior MPs from Labour

and the centrist Liberal

Democrat party yesterday

cleared the way for a joint

communiqué today on con-

stitutional reform after the

general election expected in

May. John Kinnear and

George Parker wrote:

"The Inland Revenue indi-

cated on Monday that any

firm going to Jersey would

run into considerable tax lia-

bilities – but the firms

involved are likely to try and

fight the ruling.

The DTI said last month it

wanted to offer firms LLP

status in the UK. But in

return for limiting partners'

risks it would require firms

to honour safeguards for

creditors.

The DTI is keen to make

sure that tough measures

are taken to protect those

who would normally be able

to seek damages from a par-

tner under the present law –

otherwise the reforms could

be seen as pandering to the

interests of the big firms.

Under LLP laws a par-

tner's personal assets are pro-

tected from legal action

against a negligent partner in

the same firm. The assets

of the firm and the negligent

partner are still at risk,"

says Mr Ward.

Two big accountancy

Jim Kelly

## UK NEWS DIGEST

## Fund rethinks MGAM deal

Morgan Grenfell Asset Management is to be asked to re-enter for its role as fund manager for the £36m (\$56m) pension fund of the municipal authority of Lewisham, in London, following the controversial departure of Ms Nicola Horlick. MGAM was an offshoot of Deutsche Bank.

Lewisham is thought to be the first pension scheme to decide to re-enter for its role as fund manager for the MGAM mandate since the departure of Ms Horlick in January. The Wellcome Trust last month told MGAM that it wanted it to continue to manage £268m of its £855m fund. Ms Horlick resigned as a director of MGAM in January after the dismissal of Mr Keith Percy, MGAM's chief executive, which itself followed the discovery of a long-running deception by Mr Peter Young, formerly one of MGAM's stars.

Ms Judith Armit, finance director of Lewisham, said that during the three years the authority had employed MGAM it had enjoyed "excellent returns". But concerns had been raised by the departure first of Mr Percy, who had been in charge of the Lewisham account, and then Ms Horlick, who had taken it over.

William Lewis

### FISH STOCKS

#### Ministry accused of complacency

The agriculture and fisheries ministry was yesterday accused of "complacency" towards the threat to cod stocks in the North Sea. Lord Selborne, chairman of the House of Lords science and technology committee, told Mr Stephen Wentworth, the ministry's top fisheries official, of repeated warnings that something "drastic" was likely to happen to cod stocks. "It seems to me there's an element of urgency which escapes you," Lord Selborne said.

The committee was holding a special public hearing prompted partly by last month's warning from a Scottish Office fisheries scientist that "swift and effective action" was needed to avoid a repetition of the collapse of cod stocks off Canada.

Alison Maitland

### WATER PURITY

#### Contamination is investigated

A water company could face prosecution following an investigation into an outbreak of cryptosporidium, a bug which causes diarrhoea. The Drinking Water Inspectorate, the government quality watchdog, yesterday launched an investigation into Three Valleys Water after the company, which supplies counties bordering the north of London, warned 680,000 people to boil their water. There had been 32 confirmed cases of cryptosporidiosis in the area, three to four times the normal level for the time of year. The watchdog has prosecuted four water companies since privatisation in 1989 for supplying water unfit for human consumption. Cryptosporidium is a parasite found in the faeces of animals.

John Morrison

### SOCCER

#### Accused players face second trial

Three players and a Malaysian businessman accused of rigging top-level English soccer matches were left facing the prospect of a re-trial yesterday after the jury hearing their case was unable to reach verdicts. Former Liverpool and Southampton goalkeeper Bruce Grobbelaar, former Wimbledon goalkeeper Hans Segers, ex-Aston Villa and Wimbledon striker John Fashanu and Mr Heng Suan Lim, a Malaysian businessman, were accused in the UK's first-ever alleged match-fixing trial. The Crown Prosecution Service said it intended seeking a retrial. The defendants, all released on bail, left the court leaving their lawyers to maintain their clients' innocence.

John Mason

### NORTHERN IRELAND

#### Adjournment expected for talks

The multi-party talks about the future of Northern Ireland are expected to be adjourned today ahead of the UK general election. Mr George Mitchell, the former US Senate majority leader who chairs the talks, will report today on progress. The governments of the UK and the Republic of Ireland are then expected to announce a

recess in the talks, which started last June but have been held up by disagreements over the issue of paramilitary weapons.

John Murray Brown

### INCOMES

#### Wage freeze to be lifted

One of the UK's major employers, the BBC, has announced a 10 per cent freeze on wages and salaries from April 1. The BBC said the freeze was "a temporary measure" to help it manage its budget.

Other employers, including the civil service, have also imposed wage freezes.

John Murray Brown

### FOOD

#### Nation branded low pay capital

The UK has become the "low pay capital of Europe", according to the Trades Union Congress, which said more than 5m employees were earning less than £2 (36.50) per hour while more than 1m were on as

# Kisangani feels protectors' lash as rebels beat on door

The Zairean town is under threat from Kabila's guerrillas but has little cause to love government forces, writes Michela Wrong

**I**t was a moment that spoke volumes about the state of the Zairean army. A friendly colonel, entrusted by the army chief of staff with showing a group of western journalists around Kisangani, invited them to interview some bicycle owners - the taxi drivers of this near car-less but key riverside town in east Zaire. But, as the drivers began complaining about army intimidation, other soldiers started circling like sharks.

One drew a knife and slashed a bicycle tyre. Then a truck loaded with military men, their eyes bloodshot, drove up. Residents scattered as a soldier reached for his rifle.

"Tomorrow we'll be back to look," the men shouted as the nervous colonel drove the press away. The walkabout was over, any hopes of presenting an image of military discipline in the face of an encroaching enemy shattered.

Kisangani, which is next on the list of military conquests for the rebel Alliance of Democratic Forces, is bubbling with tension. In Kinshasa, the capital, government officials admit the fall of Zaire's third largest town would be a turning point in the four-month war. But in Kisangani, home to half a million people, there are few signs that disaster can be averted.

Crushed by a string of defeats at the hands of Mr Laurent Kabila's guerrillas, Zairean soldiers are so demoralised their commanders dare not send them into the forest for fear they will never return. "They come back bleeding, saying they have been attacked by rebels," says an aid worker. "In fact they have inflicted their own wounds in the hope of going on sick leave."

Soldiers concentrate instead on mining the roads and the rebels, but on halting the bombing raids launched from Kisangani's airport, pass effortlessly through the bush. Officials say the rebels are now within 100km of Kisangani,

advancing along two main routes.

Complicating the military picture are some 150,000 exhausted and emaciated Rwandan refugees from the abandoned camp of Tingi-Tingi. Those still able to walk are trudging towards Kisangani, threatening to swamp a town which was abandoned by western aid organisations last weekend.

The plan is to divert the refugee flow west to Ubundi where a new camp could be established, rather than risk bringing rebels into Kisangani along with the refugees.

Officials do not hide their rage at an evacuation ordered by the United Nations which they regard

to justify their departure. They left for no reason and they sowed panic amongst the population," says Mr Lombeye Basongo, governor of Kisangani.

The evacuation - ordered, according to aid officials, not because of fear of the rebels but because of fear of an imminent round of army looting - underlines a lack of faith in the military's capacities. Some local residents are convinced that General Mehele Llongo, chief of the armed forces, recently moved his administrative headquarters from Kisangani to the diamond town of Mbuj-Mayi and that government officials have been leaving.

Residents are streaming into surrounding villages ahead of the anticipated showdown. Their pessimism is based on history. In the 1960s Kisangani was captured by the Simba rebels.

Their repression of the local population was dwarfed by that carried out by the Zairean army when it recaptured the town with the help of European mercenaries and Belgian parachutists.

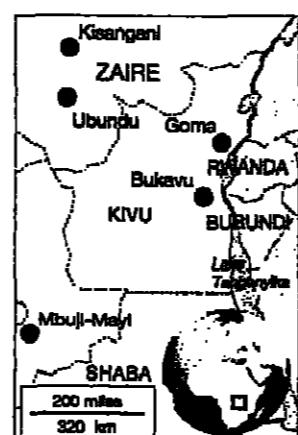
The economy - based on diamonds mined from surrounding riverbeds - has never recovered from army looting in the early 1980s. Late last year, soldiers retreating from the first rebel attacks on Goma and Bukavu arrived in Kisangani

in stolen cars, pillaging, killing and raping.

"Our soldiers are supposed to protect us but instead they mistreat us," says a youth.

Although the curfew does not come into force until darkness falls, the town is almost deserted by 4pm. On the day of the journalists' visit, the soldiers had been on a minor rampage and traders had cleared the stalls of the central market.

"What we need is reconciliation," said a man, who once drove trucks for the aid organisations but is now unemployed. "We have suffered here before and we don't want it to happen again."



## Steel industry's overcapacity may 'ease in five years'

By Stefan Wagstyl, Industrial Editor

The burden of chronic overcapacity, which has blighted the steel industry since the 1970s, could ease in the next five years, according to a forecast from CRU International, the British research organisation.

CRU predicted that annual crude steel production would rise to about 88m tonnes above last year's level of 75m by 2001, while annual capacity would increase by only 18m tonnes.

But Mr Philip Tomlinson, the director of CRU's steel business unit, yesterday warned the Financial Times steel industry conference in London that the forecast was based on an assumption that there would be substantial capacity cuts in eastern Europe and the former Soviet Union, and more modest reductions in western Europe and Japan.

Mr Tomlinson forecast capacity would rise by 12 per

cent in Asia and by 7 per cent in North America, where there has been considerable investment in low-cost mini-mills.

He predicted a 7 per cent capacity cut in western Europe, where some companies are supporting over-manned loss-making plants.

In the former Communist states, CRU expected a 24 per cent decline in output from 135m tonnes in 1985 to 103m tonnes in 2001. Mr Tomlinson said that capacity would rise to 98m tonnes, only 2 per cent above 1985 levels, so that long-term capacity utilisation - a key measure of the industry's efficiency - would climb above 80 per cent.

However, Mr Tomlinson warned steel producers against over-optimism. "Even assuming some capacity reductions in the former Soviet Union, Europe and Japan, overcapacity could remain a problem."

He forecast that developing countries would con-

tinue to increase their share of total steel output, which had climbed from 8 per cent in 1975 to 30 per cent.

Mr Jeff Edington, executive director for technology at British Steel, told the conference that more needed to be done through privatisation and other means to make the steel industry more competitive. He said the trend for governments to end their support for steel and private producers was welcome in removing "the crutch of governments underwriting losses".

But he added: "More needs to be done by the industry itself through mergers and further rationalisation."

Mr Edington urged steelmakers to pay more attention to product and market development to increase its profit margins. For example, British Steel had recently established an automotive engineering group to work with motor companies to ensure that steel-based products were incorporated into the design of new models. He said steel had no natural right to its pre-eminent position in materials markets. The threat from other materials such as plastics and aluminium was real and intensifying.

The industry also had to work harder at attracting talented people. The continued rationalisation and internationalisation of the industry combined with investment in information technology meant steel would be run "by a small number of professionally excellent and sophisticated people".

"We want to ensure that in the process of privatising, we do not create greater room for control by those persons who already control

Zimbabwe 'ripe for investment' but government will help pick foreign partners

## Role of state vital, says Mugabe

By Michael Holman and Joel Kibazo

Government intervention was "absolutely necessary" to ensure that privatisation and foreign investment in Zimbabwe helped give the country's black majority a greater share of the white-dominated economy, President Robert Mugabe said yesterday.

Speaking on the eve of a Confederation of British Industries (CBI) conference on Zimbabwe which opens in London today, Mr Mugabe said that wide-ranging reforms had left the country "ripe for investment".

He singled out the agro-industry, textiles, pharmaceuticals, and electronics sectors, as well as infrastructural projects by foreign contractors, operating on the "build-operate-transfer" principle.

But in an interview with the Financial Times, he insisted that the government would continue to play a leading role in the choice of foreign partners. He said it would also ensure that privatisation would be used to encourage black entrepreneurs.

His comments are likely to provoke debate about the country's economic management under his leadership.

His critics will say they reflect a determination to maintain a level of state involvement that harks back to the socialist policies which he once espoused.

Mr Mugabe, however, yesterday compared his approach to that of the government of post-apartheid South Africa, with both administrations having to redress the legacy of minority rule.

"We want to ensure that in the process of privatising, we do not create greater room for control by those persons who already control



Mugabe yesterday: 'The indigenous people must have a stake in their country; they cannot continue to be hewers of wood and drawers of water in their own country'

the greater part of our economy. Mr Mugabe said: Privatisation must continue to play its part, directly or indirectly. We are open to partnership with private and foreign investors, but not leaving the field to the market."

"The indigenous people must have a stake in their country, they cannot continue to be hewers of wood and drawers of water in their own country."

"We want to turn workers into entrepreneurs," Mr Mugabe said. Privatisation "is the area that can best assist them... We do not want these parastatals to be grabbed by the same people who already own lots of resources in our society."

Asked whether there was a danger that the indigenisation policy would discourage foreign investors, Mr Mugabe replied: "No, there is room for British, American, or Japanese companies to operate. But the state

must continue to play its part, directly or indirectly. We are open to partnership with private and foreign investors, but not leaving the field to the market."

Mr Mugabe, 73, who was re-elected last year to a further six-year term in office, continued: "At this stage, government intervention is absolutely necessary, more so because the indigenous population is not in control. Let them get into positions of control, and then you can have a *laissez faire* policy."

He defended last year's controversial decision to sell a 51 per cent stake in the country's state-owned Hwange power station to the Malaysian company, YTL.

Western diplomatic missions in Harare complained that the tender procedure had not been transparent.

But Mr Mugabe vigorously denied that there had been any irregularities.

"We as government

decided we needed a Malaysian company. At present the participants in our economy are basically European. We wanted a company from Asia, one of the Far East tigers, to bring something new and fresh."

Mr Mugabe also dismissed criticism of the award of the contract to build the country's new international airport to a Cyprus-based company, which is represented in Harare by his nephew, Leo.

The cabinet had decided

by "a large majority" that the company had submitted the best design. There was no conflict of interest, said Mr Mugabe. "Leo is Leo, and he doesn't get any assistance

from public sector debt running at close to 100 per cent of GDP, and interest charges taking up nearly 30 per cent of public spending, the country is now in a largely domestic debt trap from which there will be no easy escape."

Since the collapse of its enhanced structural adjustment facility agreement with the International Monetary Fund nearly two years ago, donor disbursements have slowed as the international community awaits a new programme.

But liberalisation of the foreign trade and payments system, extensive deregulation of the money, capital, labour and foreign exchange markets, and the partial freeing up of the foreign investment regime, have done much to improve the business climate.

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JAPAN

## BUSINESS AND THE ENVIRONMENT

Crisis forced the Italian city to tackle recycling, but it has reaped the benefits, says Leyla Boulton

# Milan can-do

**T**here is hope yet for the recycling laggards of the European Union. Their inspiration could be the northern Italian city of Milan, which was able to triple its collection of recyclables almost overnight, albeit under pressure of a crisis.

EU countries and their industries which fear that they will not be ready by 2001 to meet a deadline for the recycling of "recovery" by other means of half of all packaging waste can learn from the Milan experience.

"We had two emergencies," says Walter Ganapini, the city official in charge of environment who also works part-time at the European Environment Agency in Copenhagen.

The first emergency, to do with waste management, was triggered at the end of 1995 by the abrupt closure under local pressure of a landfill site used by Milan to dispose of 1,700 tonnes of its daily 2,300 tonne output of household rubbish.

As rubbish lay uncollected, the city quickly moved to institute door-to-door collection of paper, glass and plastic and cut its dependence on landfill.

Milan now recycles around 30 per cent of its domestic waste, while sending the rest to inciner-

ators which generate electricity or other landfill sites.

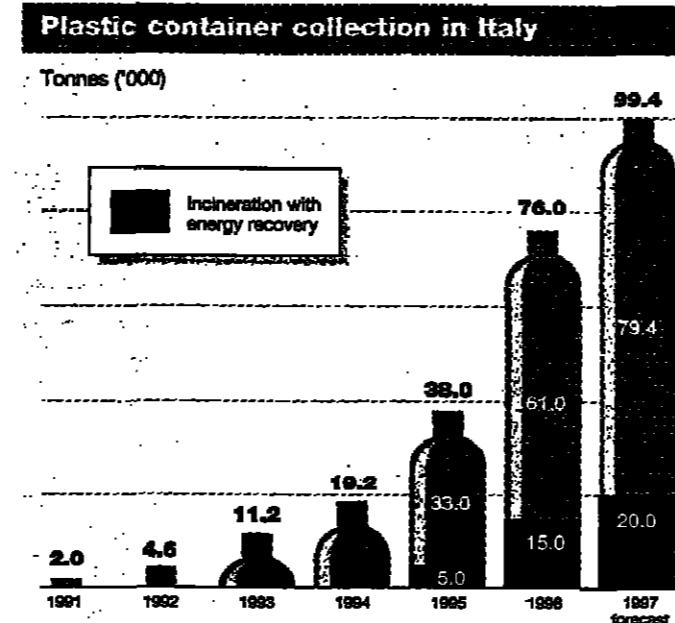
Although these steps mean it is already complying with the specific EU target for recycling of 15 per cent of each type of packaging, the same cannot be said of most of Italy, concedes Ganapini.

"Milan is the national door of Italy towards Europe," he says. "The only other towns speaking the European language are small towns in the Po Valley," he says, referring to work to comply with the spirit and letter of EU law. "But we will fight to unify the country," says this committed Euro-enthusiast.

**As landfill costs 'explode', recycling could soon become the cheapest waste disposal option**

In the next few months, Milan plans to deal with its second emergency - waste water treatment - with tenders for three new water purification plants worth £600m (£235m) to help it meet EU water quality and sewage standards.

Henk Hanauer, head of Petcore, a European industry federation



for the recycling of PET plastic used in drinks bottles, says a recycling plant offers a perfectly good return on investment - if collection of recyclables is subsidised by local government.

PET recycling across the EU jumped 66 per cent last year to 75,000 tonnes, providing an example of how much can be achieved from a low start point, with help from industry federations such as Petcore, which are keen to enhance their members' environmental credentials.

Another condition for success, the development of an adequate market for recyclable materials, already exists in Italy, according to Pietro Majorana, director-general of Replastic, a statutory consortium which recycles plastic liquid containers. He cites a contract he signed recently to supply 40,000 tonnes of plastic of various types to entrepreneurs planning to build new recycling plants.

Majorana adds that as landfill costs "explode" in Italy, recycling could also soon become the cheapest waste disposal option of all. He says the complaint that plastic recycling can sometimes consume more resources than it saves - for instance, by being transported over long distances - does not apply to the £1bn state-of-the-art recycling plant built by Replastic at Novate, a Milan suburb.

"This is a plant which does not disturb the environment," says Majorana.

Like other European laggards on recycling, including Britain, Italy has been alert to the mistakes made by Germany when it launched Europe's first - and most expensive - scheme for recycling packaging waste.

That said, Milan has had a fortuitous advantage in keeping down recycling costs. The city's waste collection system was already so inefficient that AMSA, the municipal waste company, was able to add door-to-door collection of recyclables to its services without increasing its charges, simply by cutting its costs.

There are other considerations too. Hong Kong sewage still flows into the harbour untreated, its inhabitants breathe a daily cocktail of 1,500 tonnes of pollutants, the territory's solid waste is about to spill out of its state-of-the-art landfills and urban Hong Kong is very noisy.

Stokes, an environmentalist and photographer, argues that Hong Kong is locked on to a path of unsustainable development. "In the early days when it was a new city, fast, demand-led development was a genuine necessity, but Hong Kong has matured into a successful international centre," he says. "The time has come for it to start managing demand as well as encouraging development or the territory will

# Hong Kong put in the picture

A photographer aims to raise ecological awareness in the territory, writes Sarah Clowe

**T**he environment may not be an immediate concern for Hong Kong's citizens in the run-up to the handover to China in July, but some are still working hard to highlight the territory's ecological riches and the need for environmental vigilance.

It is an aim that at first seems unnecessary - more than 60 per cent of Hong Kong is protected park. Yet a new organisation, the Hong Kong Photographic Foundation, is aiming to draw attention to the environment. Its founder, Edward Stokes, is supported by several of Hong Kong's leading businesses, which are concerned that much of what makes Hong Kong an attractive place to live in may soon disappear.

Much of the problem stems from Hong Kong's topography. A lot of it is mountainous and cannot be developed easily. Its population of 6.5m people - already squeezed into a relatively small area - is expected to reach at least 8.1m in the next 10 years, based on current figures of migration from China. That, together with a rapidly growing economy, has led to increased pressure to develop any remaining space regardless of recreational or aesthetic value.

There are other considerations too. Hong Kong sewage still flows into the harbour untreated, its inhabitants breathe a daily cocktail of 1,500 tonnes of pollutants, the territory's solid waste is about to spill out of its state-of-the-art landfills and urban Hong Kong is very noisy.

Stokes, an environmentalist and photographer, argues that Hong Kong is locked on to a path of unsustainable development. "In the early days when it was a new city, fast, demand-led development was a genuine necessity, but Hong Kong has matured into a successful international centre," he says. "The time has come for it to start managing demand as well as encouraging development or the territory will

consume itself with growth." However, Helmut Henning of Jenson, the Danish trading group with extensive Asian interests, believes that environmental issues are relatively low on the government's list of priorities: "Everyone understands and recognises the need to do something about the poor environment in Hong Kong but the government continues to use laissez-faire as a means, not of escape responsibility, but of not pushing as hard as they could in certain directions."

Hong Kong has been helped by the move of many environmentally destructive industries, such as textile-dyeing and printing, into China where production costs are cheaper. It has also been helped by

**Stokes believes Hong Kong should also aim to be a regional leader in urban living**

some forward-looking businesses. For example, Jean-Marie Leclercq, general manager of Hong Kong's Hotel Nikko, has done some pioneering work on hotel energy efficiency and waste reduction, including such prosaic initiatives as turning down the air conditioning and switching lights off. The environmentalists argue that making savings by cutting waste should be driven by commercial considerations.

The Swire Group, one of Hong Kong's biggest employers, is acknowledged even by environmentalists to be the territory's leader in best practice. Tony Tyler, head of corporate development in the airline Cathay Pacific, owned by the group, believes that part of the company's success has been a willingness to include environmental considerations in core decision-making.

"We can't please everyone, but knowing where we are going

Hong Kong is the economic catalyst driving southern China but pollution there is already much worse. Stokes believes the territory should also aim to be a regional leader in urban living. "The time has come to look beyond 1997, to increased cross-border co-operation and the sort of Hong Kong people want to be living in 10 or 50 years from now."

*Hong Kong's Wild Places. An Environmental Exploration by Edward Stokes is published by Oxford University Press.*

## Unsustainable lack of standards

**B**usiness badly needs common standards for measuring its environmental performance and impact on the environment, according to an unpublished report which seeks to measure progress made by business in aiming for goal of sustainable development since the Rio Summit five years ago.

"Surprisingly little progress has been made in the development of sustainability indicators for business, or government, or any other sector of activity,"

says the report, *Signals of Change*.

It will be launched on March 13 at a meeting of non-governmental organisations in Rio by the World Business Council for Sustainable Development, a group of 121 companies set up partly at the initiative of Stephan Schmidheiny, the "green" billionaire.

It calls among other things for changes to accounting practices to reflect the environmental costs of trade and industry in the

accounts of businesses and countries.

Despite "increasing pressure from the investment community to identify environmentally determined business risks" it warns that progress towards "putting a financial number ... on a cleaner environment" is likely to be slow given the "history of accounting practice".

It also calls for commonly-agreed criteria to devise life-cycle analyses which measure a

product's environmental impact over its entire lifetime. Finally, it warns that investors often find "the lack of benchmarking and reporting standards" for environmental reports a "handicap in interpreting the information for their particular needs".

*The report will be available from E&Y Direct, PO Box 934, Poole, Dorset, BH17 7AG, UK. Tel 44 1202 579285. Fax 44 1202 561 999*

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new demands of our business."

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## COMMENT &amp; ANALYSIS

Edward Mortimer

## Tale of two cultures



In spite of different approaches to their Moslem minorities, Britain and France have experienced similar social strains

Some years ago a Conservative elder statesman declined to take part in a proposed seminar on religions in conflict. "I cannot bear Islam," he explained, "in any shape or form."

That reaction probably represents western public opinion about Islam better than the soothing utterances mumbled by most politicians in public. If you mention religion and conflict in the same breath, people assume you are talking about Islam, and usually that the Moslem side is in the wrong.

Many Moslems make similar assumptions about the west, seeing it as materialist, permissive and predatory. Within the last century, many Moslem countries were defeated and occupied by western ones. Western products and culture have saturated the Moslem world. Technical and economic changes have uprooted millions of Moslems from their rural homes, casting them into slums and shanty towns.

Many have salvaged self-respect by rediscovering their religion, in a variety of versions which purport to strip it of superstition and restore its pristine virtue. This phenomenon is often called "fundamentalism", but most scholars now prefer "Islamism", which captures its transformation from a traditional cult into a self-conscious ideology.

The phenomenon is not confined to the Islamic world. It affects people of Moslem background living in western Europe, whose parents migrated there, mainly as unskilled labour, in the 1950s and 1960s.

In a slightly different form it affects black people in the US, whose ancestors arrived from Africa as slaves. Islam was adopted in the 20th century by black people who wished to mark a break with the dominant Christian culture which they held responsible (per-

haps not unreasonably) for their exploitation.

The comparison of American Black Moslems with Islamic activists in France and Britain - at first sight a surprising one - is made by Gilles Kepel, a French specialist on Islamic politics, in a study now available in English.<sup>1</sup> It can be read as a defence of French secularism, against both Moslem and English-speaking liberal critics.

Many Moslems regard France as the most hostile of all western countries, partly thanks to Jean-Marie Le Pen's National Front, which harps on the alien and allegedly unassimilable Islamic culture of North African immigrants.

But it also stems from the "headscarf affair" of 1989, when three Moslem girls were sent home from a state school in Creil, north of Paris, for refusing to remove their headscarves in class. Arguments over the affair convulsed France, and have rumbled on since.

Kepel is not ashamed of his countrymen's reaction. "It is true that the idea of a body politic composed of sub-groups or 'communities' with their own leaders sits more comfortably with the British political tradition than with that of Jean-

Jacques Rousseau and the 'one and indivisible Republic'."

In practice, however, the differences are not so great. The French *Conseil d'Etat*, consulted by the education minister, decided state school pupils had the right "to express and display their religious beliefs within educational establishments, while respecting pluralism and the freedom of others, and without prejudicing teaching activities, the curriculum and the duty of diligence". Subsequent rows have turned on accusations of "proselytising" within the school or on whether girls can safely keep their veils on for PE lessons.

Such problems are not unknown in British schools. And Britain has so far failed to follow its pluralism to the logical conclusion of allowing "voluntary-aided" Moslem state schools, alongside the Anglican, Roman Catholic, nonconformist and Jewish ones.

Kepel, who researched the British section of his book in 1993, may have been too much influenced by the fallout from the Rushdie affair. He certainly takes the "Muslim Parliament of Great Britain", organised by the late Kalim Siddiqui, more seriously than it deserves.

So far the British policy of allowing a degree of Moslem self-organisation has not had the apocalyptic consequences Kepel seems to expect. And France for its part has not avoided the rise of Moslem "communalism", as the last section of his book amply documents.

There is clearly a danger in both countries that Moslems, feeling despised and rejected by the rest of society, will isolate themselves in a hostile and resentful ghetto. French reluctance to recognise a community of any sort is hardly the best way to avoid that outcome.

\**Allah in the West*, Polity Press, £45 (£3.95 pb)



Many Moslems found self-respect by rediscovering religion

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LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL

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Complacency reigns as computers tick towards the turn of the century

From Mr Robin Guenier

Sir, Your editorial "Year zero crash" (February 26) about computer problems at the 1999/2000 date change states that business seems remarkably complacent. You are right: a survey we published at the Department of Trade and Industry this month indicates that less than 10 per cent of the British economy has completed an audit of the impact of the problem. And an audit is merely the first small step towards a solution.

Unfortunately, you may encourage complacency by confirming some dangerous myths. You suggest that the problem may be exaggerated by computer companies hoping for business. The opposite is the case: many larger companies cannot see how they can satisfy more than a few key clients. You say that personal computers will not be affected. That is wholly untrue.

Such problems are not unknown in British schools. And Britain has so far failed to follow its pluralism to the logical conclusion of allowing "voluntary-aided" Moslem state schools, alongside the Anglican, Roman Catholic, nonconformist and Jewish ones.

Kepel, who researched the British section of his book in 1993, may have been too much influenced by the fallout from the Rushdie affair.

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There is clearly a danger in both countries that Moslems, feeling despised and rejected by the rest of society, will isolate themselves in a hostile and resentful ghetto. French reluctance to recognise a community of any sort is hardly the best way to avoid that outcome.

Yours etc,

Robin Guenier

executive director,

Taskforce 2000,

PO Box 12269,

London EC3A 6ZA

UK

From Mr Roderick Jones and Mr Karl Feller

Sir, The millennium bug is more real and pervasive than the general media would have us believe.

It is not true to state that the problem principally affects older mainframe systems. It affects all computer systems, except those which are shown to be capable of operating without interruption both with respect to references to dates in the next century, and during data input, processing and output in the next century (and, for good measure, not then subsequently getting historical dates in the 20th century wrong).

Your attention is drawn to the British Standards Institution definition of "Year 2000 conformity". This is a very precise statement of what is required of any computer system to operate in the next century, and during data input, processing and output in the next century (and, for good measure, not then subsequently getting historical dates in the 20th century wrong).

Yours etc,

Roderick Jones

director,

The TRUSTGroup,

100 Goldhawk Road,

London W12 8EN, UK

Karl Feller

managing director,

Greenwich Mean Time,

Cosham, Hants, UK

From Dr Chris Pounder

Sir, Your front-page article ("Year zero bomb" February 26) and question posed by the related editorial ("Do countries need a law to force computers to remember the date correctly?") both overlooked one factor. If information is processed by computer and relates to living individuals, what is required of any computer system to operate in the next century?

Yours etc,

Chris Pounder

Data Protection News,

Cap Gemini UK,

95 Wandsworth Road,

London SW8 2HG, UK

From Mr John A. Lewis

Sir, I note with interest that National Westminster Bank is spending £100m (\$163m) correcting the millennium bomb - but that Lord Alexander and the Department of Trade and Industry declined to support David Atkinson's "millennium bomb" bill, deeming it "unnecessary".

Many companies and governments have similar sized problems to NatWest's - £100m is not an uncommon cost of compliance. Some companies will be unable to get their problems solved, not because they are insoluble or

because the money is not



available, but because time and resources have run out.

If, as Lord Alexander suggests, the auditors do not start certifying company accounts until 1998 (published in 1999), small investors will get little warning that those companies in which they invest have significant problems that will adversely affect their share price.

Auditors should be required to make statements as of now - 1997 is far too late. In view of their overall responsibility for regulation, what action does the DTI propose to take? If the DTI declined to support the Atkinson Bill it should immediately put forward alternatives.

John A. Lewis,  
The Old Poor House,  
Walker Lane,  
Sutton, Macclesfield  
SK11 0HU, UK

From Mr Frank Sutcliffe

Sir, Your piece on February 26 ("Year zero crash") on adapting computer systems to deal with the 2000 date change failed to mention an important feature of this problem.

Most commentators focus on what are conventionally recognised as computer systems, omitting "embedded processors". The role of embedded systems ranges from sequencing traffic lights to controlling modern manufacturing facilities, chemical plants, offshore oil installations and power stations. Unless embedded systems are addressed, the economy could literally grind to a halt.

Frank Sutcliffe,  
London Econometrics,  
66 Union Grove,  
Aberdeen AB1 6RX, UK

From Mr Alastair O'Reilly

Sir, The failure of David Atkinson's Private Member's Bill at the third reading in the House of Commons means that computer vendors who cannot cater for the millennium are saved from short-term loss. However, in my view, British businesses which invest in their non-millennium compliant products will make a more significant loss in the longer term to the detriment of British industry, the economy and this country's reputation abroad.

Clearly the government has missed a vital chance to ensure that this country is better prepared for the millennium than many others. I therefore support Mr Atkinson's response that far greater support and resources be made available to Taskforce 2000, the Department of Trade and Industry's millennium awareness initiative.

Alastair O'Reilly,  
managing director,  
Access Accounting,  
The Old School,  
Stratford St Mary,  
Colchester CO7 6LZ, UK

World Bank must tackle corruption menace

From Mr Karl A. Ziegler

Sir, Your leader ("Wise investment" February 24) begins by observing that the World Bank's new president, James Wolfensohn, spent his first 18 months "searching the organisation's soul". As a shrewd former investment banker, his time might have been better spent in analysing more closely its profit and loss record, as well as its corporate "conscience".

The Bank's many previous

restructurings have failed spectacularly and induced higher costs. Rather than downsize 700 jobs and move a few people closer to the front line, we would suggest the initially costlier alternative of laying off far more head-office staff, renting out a large part of its attractive Washington real estate, and hiring 1,000 private sector, disclosure-incentivised, bone-picking

## ARTS

Television/Christopher Dunkley

## New satire, sitcoms and drama

It is only three weeks since the last round-up of new series in this column; yet already there are nine or ten more. If you want to find out what is new, Wednesdays and Thursdays have become the main days to stay in. We shall start with comedies.

The best of the lot, and the one that is causing fury among those who have been hoodwinked, is *Brass Eye* on Channel 4 on Wednesdays. This is no situation comedy, but true satire. What Christopher Morris - inventor, presenter and producer - has done is to use television for the most pointed, wickedly accurate, seathing, and often nearly unbelievable form of television criticism.

You gaze in incredulity as politicians, television presenters, film directors and other "celebrities", addicted to the limelight, lay themselves open to ridicule by pontificating upon subjects about which they know nothing. This is inevitable because, in every case, Morris has just invented the subject. Equally important, he parodies the vocal idiocies, the pretentious body language, and the absurd use of graphics,

music, and a host of other production details, especially in current affairs programmes. It is almost beyond credence that the real practitioners continue with their farcical sing-song delivery, their ludicrously misplaced emphases, and their idiotic striding-while-talking-to-camera, after Morris has caricatured it all so precisely. Perhaps they simply dare not watch him.

Another Channel 4 series which attempts a satirical approach, *Shop Till You Drop*, is not a success. For a few minutes at the start of the opening programme it appeared to be a real sociological study of shopping. But then, with the "background" music drowning the speech, "academics" describing the fruit and veg area of a supermarket as "a female selection zone", talking about "purchase inter-action analysis", and making hetty "feminist" generalisations such as "No

wonder men get their shopping so wrong", you realised this must be another attempt at comedy, but one which just does not work.

That is a Thursday series. So is *Third Rock From The Sun* (BBC2), an American production about a team of extra-terrestrials in human form, which has a gag rate as good as, and perhaps better than, *Cheers* and *The Golden Girls*. Last week's scene, in which the snowed-in customers of a diner ended up giving an expert performance of "Oklahoma" in four part harmony, had me falling off the old green sofa. Thursday also brings *Chalk* (BBC1) which looks like an attempt to take the elements of *Fawlty Towers* and apply them to a school. Given the huge success of *Fawlty Towers*, this is neither surprising nor a bad idea, though it is not yet succeeding entirely. At least writer Steven Moffat has

contrived some funny situations, as did *Fawlty Towers* and as so many sitcoms do not. But whereas John Cleese's *Fawlty* character combined sarcasm, hysteria, rudeness, egotism, contempt, ambition, bullying and toadiness to create an entirely authentic human monster, the deputy headmaster in *Chalk* samples a similar succession of characteristics like a man madly trying on jackets in a shop. So far it seems more panic stricken than funny.

**Y**et another new Thursday comedy, *A Perfect State*, also on BBC1, is a latterday *Passport To Pimlico* in which an English town declares UDL. It could prove funny, though the unrealistic right-on idea of having a black West Indian as mayor of the little seaside resort looks ominous. The best comedy emerges from

realism and honesty, often uncomfortable honesty. This becomes very clear in the BBC2 series *Surely Some Mistake* (also Thursday) which, although not made as a comedy, is very funny. The opening programme investigated the failure of Lymewold cheese, an entirely modern product all wrapped up in old world marketing flim-flam: the outrage following publication of an article by Alice Thomas Ellis in the Catholic Herald; and, funniest of the lot, a description by Bryan Ellis, managing director of Hasbro Toys, of how the idea of tortoises with the names of famous artists, living in a sewer on pizza, seemed so potty that he rejected an offer to manufacture *Teenage Mutant Ninja Turtles* - which, of course, went on to become the biggest toy craze of all time.

Of the new drama serials, ITV's *Reckless* (Thursdays)

seemed at first as though it might have something more to offer than the electronic version of women's magazine fiction which is now ITV's standard form of nine o'clock drama. But, despite an impressive cast which includes Francesca Annis, Michael Kitchen and David Bradley, it turns out to be the same old "Woman's Own" stuff about the rugged young doctor and the naive older woman. *Turning World* on Channel 4 on Sundays also has a hospital setting, this time a psychiatric hospital, and a predominantly Asian cast, which makes a change.

BBC1's new Saturday series, *Crime Traveller*, takes the time-travel element of *Quantum Leap*, sits it on top of the police hit-squad led by a ballyhooing woman and creates yet another serving of forgettable British whimsy. Whatever happened to the

British ability to make fantasy series with the power, chutzpah and humour of *The Avengers* (1961) and *Doctor Who* (1963)? The best of the new drama batch is *Insiders*, a series by Lucy Gannon who gave us *Soldier Soldier* and *Peak Practice*.

Though the new series is on the hackneyed subject of prisoners and warders they prove more productive than the soldiers or the doctors. At any rate, Gannon's delineation of character and motivation both seem more subtle and intricate this time.

The best new series of the lot, however, is BBC2's *Walden* (On... Mondays). It could hardly be simpler or more effective: Brian Walden stands facing the camera and speaks - without autocue, judging from the absence of eye movement - for 30 minutes on one of the leaders of the Labour Party. Beginning with Gaitskell, he proved as adept as A.J.P. Taylor, the last person I can recall who was able to do this. It showed, as though we needed showing, that nothing on television is more engrossing than the talking head, provided that head is as well stocked as Walden's.

## Opera/Andrew Clark

## 'Orpheus' much misunderstood

It is easy for us to forget how revolutionary *Orpheus and Eurydice* was in its day - especially when we are confronted by the kind of arty-farty production unveiled by English National Opera at the Coliseum on Monday. Gluck's *oetone*, first performed in Vienna in 1762 with a castrato Orpheus, was much shorter than convention dictated; it involved fewer roles, a near-eradication of vocal ornament, an innovative use of chorus and an integration of dance into the dramatic scheme. Above all, it was concise and direct.

What we usually hear today is either the expanded and softened *tragedie lyrique* Gluck created for Paris in 1774, with a high tenor; or the re-ordered Berlioz edition of 1859, for contralto; or a bastard version of the two. So it is right that, in this age of going back to sources, ENO should use Gluck's pure, short original (barely 75 minutes' worth) - even if it means cutting the many beautiful additions we have come to regard as integral to the score.

I cannot say, however, that Monday's performance struck me as bold, fresh or uncluttered. There was nothing objectionable about Jane Glover's conducting: it was faultless, fluent, clearly structured. The 'Dance of the

Blessed Spirits showed a particularly fine elevation of line and texture. Nevertheless, taken as a whole, it was a soft-focus reading, lacking the bite and dramatic urgency to make us sit up and listen with new ears.

On stage, there seemed to be two performances going on - one for the singers, who were left largely to their own devices (with the chorus miserably consigned to proscenium boxes), and another for an eight-person movement group. The latter was the sole object of interest for the American choreographer/director Martha Clarke. Instead of integrated dances, Clarke offered a series of set-piece illustrative mimés, which added nothing to our understanding of the opera, but told us a lot about the phoniness "meaningfulness" of a certain type of modern choreography.

Her ideas were not all misplaced: the simulated brutality of the Furies, for example, underlined the extraordinary violence of the music. What grated was the absence of any dramatic logic or development. The Elysian Fields resembled a naturalist beauty contest - a calm but monotonous parade of bare bodies apparently oblivious to one another. The finale was an equally repetitive sequence of play-ground antics. All this repre-



Michael Chance and Lesley Garrett in the ENO co-production with New York City Opera Alastair Muir

sented not just a missed opportunity, but a betrayal of the depth and nobility of feeling at the heart of this opera. Such is the reward for allowing the staging's rationale to be imported from New York (in a co-production with City Opera). Given the stone-age quality of John Conklin's decor, ENO could surely have devised a

cheaper, more dedicated approach of its own.

It is ironic that the sole redeeming quality should be an ENO stalwart - Lesley Garrett, whose tenderly imploring Eurydice alone matched the ideals Gluck set his interpreters. She seized on every phrase of Anne Ridder's fine new translation with keen intelligence and

expression. She "spoke" the emotions through the music, marrying word and line in a way that sharpened the accents without tipping into melodrama. And she acted like the intensely physical wife Eurydice is surely supposed to be.

Michael Chance's counter-tenor Orpheus needed stronger direction: he cut an

insipid, wimpish figure, wandering the stage like a city slicker who has lost his bonus. There were flickers of passion, but the famous Act 3 aria was far from convincing. Helen Williams, in a kitschy pair of wings, was the sprightly Amor.

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## Weekend concerts/Stephen Pettitt

## Heart-wrenching Bruckner

Andrew Porter's valedictory column for the Observer on Sunday dared to air a bold, unfashionable thought: that the best British orchestras are nonpareil. The now regular visits of the Vienna Philharmonic Orchestra to the Royal Festival Hall have helped us towards an increasingly widespread recognition of this. At the weekend, I listened to the City of Birmingham Symphony Orchestra (for my own pleasure), to the VPO, and to the Philharmonia Orchestra. Different orchestras, under different conductors, with different characteristics. But one could not say that any one of them was better or worse than any of the others.

Not that the Vienna Phil is any

thing other than a wonderful band. The opening of the final, slow movement of Bruckner's Ninth Symphony, a heart-wrenching rising minor ninth, can rarely have wracked hearts with quite as intense a violin tone as it did in the VPO's performance under Daniel Barenboim on Saturday. The brass section has a lovely ripe sheen to its sound. Only the principal oboe continues to rattle. He often makes a weedy, wailing noise low in the register.

But for all its self-confidence the

VPO is as liable to fall prey to the demands of the moment as any other orchestra, and the horns had a particularly tough time here, with many an entry in both the Bruckner and in Mozart's Symphony No 29 which preceded it marred by split notes.

But Bruckner's mighty, incomplete leave-taking of the symphony still made a massively moving impact. Barenboim knows as well as anyone when to allow Bruckner's music to work its own mysteries and when to intervene. The

closing Adagio charted a beautifully shaped path from the tragedy of mortality to the triumph of parabolic glory; the Scherzo had real fury. And the first moment built to an impressive climax of terrible, elemental power. Complacency, that old enemy of the VPO, had no place in Barenboim's reading.

Christoph von Dohnányi, principal conductor elect of the Philharmonia Orchestra, gave a marvellous concert the following evening with his new charges. He may not be the most full-blooded extrovert conductor around, but he compels you to listen to every sonority. Schubert's Ninth Symphony was as beautifully blended as it was paced, helped by doubled woodwind forces and a euphonious array of double basses placed unusually (but not for Dohnányi) behind the first violins.

Earlier, Mozart's dark C minor Piano Concerto, K491, had been delivered by Murray Perahia with his customary quietly beguiling musicianship, every note coloured with subtlety, while Webern's *Passacaglia* Op 1, providing a short night's work for the many extra players it demanded, was a far more arresting and gratifying start to proceedings than the usual run-of-the-mill classical overture.

The play, especially as directed by Pam Brighton, also wastes too much time preseizing both women like sit-com characters. Vera, moreover, really is the bore: she soon accuses her of being. She is monotonous not only in her self-obsessed anger but also in her stubborn heels-first walk, her repeated, tight gestures of exasperation and her notion that sexual love is a natural right. Nor does the performance of author Jones in the role, slightly small-scale and very tensely paced, help matters, for all her attack.

Eileen Pollock, whose only problem is that her singing is weak, gives a quietly rounded account of Anna: now funny, now touching. As Fergal, Dessie Gallagher (replacing Phelim Drew) wins the audience with his unexpected, po-faced, full-out breakthroughs into song or into the several characters whom Vera and Annie summon up at dawn.

## INTERNATIONAL ARTS GUIDE

## AMSTERDAM

## EXHIBITION

Tropenmuseum Tel: 31-20-5688215

• Irian Jaya: exhibition of photographs and objects from the museum's collection focusing on the changes and developments in Irian Jaya, which forms the western part of New Guinea, since the first encounters in 1903 between the Dutch and Papua tribes living there; to Oct 19

## ANTWERP

## EXHIBITION

desSinge Tel: 32-3-2483800

• Christian Kleckens: exhibition examining the work of Belgian architect and furniture designer Kleckens, focusing on his working methods and attempts to control the balance of function and form; to Mar 16

## BERLIN

## CONCERT

Konzerthaus Berlin Tel:

## COPENHAGEN

## EXHIBITION

Det Danse

Kunstindustrimuseet - The

Danish Museum of Decorative

Art Tel: 45-33149452

• Ross Lovegrove: design

of plastic furniture

by the Welsh industrial

designer who combines organic

shapes and new technology to

produce a range of goods,

including leatherware, chairs,

cameras and lamps; to Apr 13

## EDINBURGH

## EXHIBITION

Scottish National Portrait

Gallery Tel: 44-131-5568921

• Owen Logan: exhibition of

photographs taken in Nigeria that

question the nature of

post-colonial society in the region.

Logan's work has always

concerned itself with cultural

identity, concentrating in the past

## LIVERPOOL

## EXHIBITION

Tate Gallery Liverpool Tel:

44-151-7083223

• Paula Rego: a retrospective of

the work of the British painter

Paula Rego, including more than

80 paintings and, on public view

for the first time, early sketches

and preparatory drawings. The

exhibition, prepared in

collaboration with the artist, best

known for her large narrative

paintings, shows a range of work

from 1959 to 1995; to Apr 13

## EDINBURGH

## CONCERT

Opéra National de Lyon Tel:

33-72 00 45 00

• Ballet de l'Opéra National de

Lyon: perform 'Green and Blue'

to music by Mozart,

choreographed by Bill Jones,

'Fête Mort' to music by Mozart,

choreographed by Jiri Kylian and

'Miss K' to music by Mozart,

choreographed by Hervé Robbre;

Mar 8, 9

## LONDON

## CONCERT

Brooklyn Museum Tel:

41-718-538-5000

• A Different Reality: Symbolist